

Texas Homeland Security Strategic Plan

2010-2015

Rick Perry
Governor





OFFICE OF THE GOVERNOR

RICK PERRY
GOVERNOR

Dear Fellow Texans:

On any given day, the State of Texas faces a widespread and ever-changing array of threats, such as terrorism, organized crime, natural disasters and industrial accidents. In order to improve our ability to overcome these threats, Texas published its first five-year homeland security strategic plan in 2005. That plan, the Texas Homeland Security Strategic Plan 2005-2010, provided broad direction for establishing strategic goals and objectives, prioritizing and focusing efforts, and acquiring and applying resources. The strategic plan has guided the state's preparedness and response to some of the most trying events in Texas history: Hurricanes Katrina and Rita, the Space Shuttle Columbia disaster, Hurricane Ike, the Presidio flood, the H1N1 influenza outbreak, and the continuing threat of spillover violence from Mexican crime cartels.

The Texas Homeland Security Strategic Plan 2005-2010 laid the foundation for Texas to make major advances in our ability to protect critical infrastructure and key resources, and to prepare, respond and recover from all types of disaster. The plan led to unprecedented levels of interoperability and cooperation among agencies and jurisdictions throughout the state. Investments in communications infrastructure produced a substantial expansion of our ability to alert and coordinate with first responders across disciplines and jurisdictions. Also, using the strategic plan as a guide, the state committed record amounts of state resources to the border region and heavily disrupted Mexican crime cartel operations.

These and other steps have significantly enhanced our ability to protect Texans and improved our ability to mitigate the effects of natural disasters. However, terrorists and criminals are constantly upgrading their tactics and technologies, and the rapid growth of our population leaves us ever more vulnerable to the forces of nature. We must remain vigilant as we adapt our preparedness plans to respond to evolving challenges and threats, whether natural or manmade.

The Texas Homeland Security Strategic Plan 2010-2015 lays the foundation for that adaptation, providing the direction and prioritization of effort for all stakeholders, and guiding decisions about securing and applying resources in any emergency situation.

I sincerely thank all Texans who dedicate their lives to keeping our state and citizens safe. By working closely with local officials, first responders and our federal counterparts to proactively prepare for and respond to all potential threats, we continue to keep the people of the great State of Texas safe and secure.

Sincerely,

A handwritten signature in black ink that reads "Rick Perry". The signature is written in a cursive, flowing style.

Rick Perry
Governor

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Texas Homeland Security – Major Accomplishments

Guided by *The Texas Homeland Security Strategic Plan 2005-2010*, Texas moved forward on a broad front to improve our ability to Prevent, Protect from, Respond to and Recover from all threats. Major gains were made throughout the state in all areas of homeland security. A few examples include:

- Texas has received national recognition for being able to handle multiple crises simultaneously with unsurpassed effectiveness. In less than 90 days during the summer and fall of 2008, Texas was hit with three hurricanes (including the third most destructive storm in United States history), a tropical storm, flooding on the Rio Grande, 3,900 wildland fires, and major criminal unrest in Mexican states bordering Texas. Texas' public-private partnership enabled the state to deal with all of these events in a manner that minimized the impact of each, and enabled rapid recovery.
- Texas sponsored or participated in 254 homeland security/emergency management exercises between September 11, 2001, and October 2009.
- Texas has enhanced the public-private partnership that incorporates the power of business and industry, private citizens, and all levels of government to achieve unprecedented synergies in all areas of homeland security, particularly in prevention and community resilience.
- Texas' ability to evacuate communities in advance of hurricanes is the national standard. More than 2 million people combined evacuated ahead of Hurricanes Gustav and Ike with unprecedented speed and efficiency. Evacuation planning capitalized on experience gained and lessons learned from 2005 storms, and enabled swift, orderly, evacuations that kept families (and their pets) together and accounted for in all segments of the population. For example: local, state, and federal partners helped evacuate over 34,000 special needs residents in advance of Hurricanes Ike and Gustav, maintaining 100 percent accountability and awareness. The state's radio interoperability and other communications capabilities played critical roles in these efforts.
- In February 2006, Governor Rick Perry, recognizing that there can be no homeland security without border security, instituted a plan to increase security on the Texas-Mexico border, which included: increased local and state patrols; centralized coordination of patrol operations; centralized intelligence to drive operations; and leveraging technology to enhance radio interoperability, information sharing and fingerprint identification.
- The Texas Legislature took the bold action of providing \$110 million in the 80th session and \$116 million in the 81st session to fund this evidence-based border security strategy. The funding included full-time positions, overtime and operational costs for expanded local and state law enforcement patrol operations and four state-of-the-art Texas Department of Public Safety (DPS) helicopters to support patrol operations.
- The increased patrol capability along the Texas-Mexico border in the air, on the ground and in the water disrupted drug and human smuggling operations and put the Mexican cartels on notice that Texas has zero tolerance when it comes to smuggling, and there would be an increased cost of doing business in Texas.

- In 2005, Governor Perry set a priority objective to improve radio interoperability throughout Texas by January 2007. Local elected officials, using homeland security funding, worked within the 24 regional Councils of Government (COGs) to achieve this critical capability. This means that a firefighter in Dalhart can drive 840 miles to Brownsville and use his or her VHF radio to communicate with a Brownsville Police officer without any need to refit or adjust equipment. The importance of achieving this goal was demonstrated in 2007 when first responders from around the state battled devastating wildland fires and floods and, for the first time, were able to communicate with one another using their own agencies' radios.
- Some of the dramatic gains in emergency communications across the state include:
 - Regional governments from El Paso to Brownsville, in partnership with DPS formed the Texas Border Communications Coalition to develop solutions to immediate communications problems and a plan for interoperability along Texas' international border with Mexico. The coalition's first major success was obtaining a 2007 Public Safety Interoperable Communications award of more than \$9 million.
 - The Middle Rio Grande Region added 15,000 square miles of radio coverage for law enforcement, first responders, and private citizens by adding a VHF-trunked infrastructure system. The system is shared by local, state, tribal, federal, and private users. The system supports 155,000 people in nine counties.
 - Texas coastal regions, assisted by DPS and the Federal Emergency Management Agency (FEMA), formed the Texas Coastal Communications Coalition to develop a plan to harden existing communications assets and be ready to deploy additional assets for communications interoperability among first responders in all emergency situations.
 - In collaboration with local, private, and non-governmental partners, DPS, Texas Military Forces (TMF), and the Texas Division of Emergency Management (TDEM) formed the Communications Coordination Group (CCG). The CCG has put in place equipment, plans, and trained personnel to rapidly establish interoperable communications within hours to any part of Texas hit by a disaster.
 - Texas state agencies saved more than \$500,000 in 2008 while building interoperable communications solutions. This was accomplished by leveraging public/private partnerships and incorporating innovative project management and accountability techniques, technology advisors, and subject matter experts into the communications planning process.
- In July 2009, Texas was a key player in the National Level Exercise (NLE 09), where Texas' critical infrastructure was targeted by notional terrorist groups. In the exercise, Texas demonstrated the ability to discern intentions and take actions to prevent them. This ability to act was the result of unprecedented interagency coordination and synchronized actions made possible through the use of the state's geospatial information system, known as TxMAP. In addition to the key role it played during NLE 09, TxMAP greatly facilitated emergency response understanding and actions during Hurricane Ike in September 2008.

- Texas established the Health and Human Services (HHS) Emergency Management Council to provide statewide oversight of emergency management and public health preparedness efforts of HHS agencies statewide, guiding the efforts of five agencies and 50,000 employees. The Council has significantly improved the ability to coordinate and provide critical support and services across agency and jurisdictional boundaries.
- Statewide, awareness and preparedness for natural disasters, criminal and terrorist attacks and catastrophic events has improved – 91 percent of Texas counties have developed and submitted mitigation plans to the TDEM and FEMA for approval; over 75 percent of the counties have approved plans.
- An excellent example of a community acquiring resources that have region wide impact is the Corpus Christi Bomb Squad. Using state Homeland Security Grant funds, Corpus Christi purchased a state-of-the-art Emergency Response Vehicle which gave their bomb squad, for the first time, the ability to consolidate all needed equipment on one vehicle, and thereby immediately respond to any scene or incident. This capability supports not only Corpus Christi, but 25 surrounding counties – the next nearest bomb squad is over 150 miles away. Using this capability, the Corpus Christi Bomb Squad supports federal agencies, neighboring counties and cities, and local military operations. The bomb squad supported 303 calls for service and duty in 18 months.
- The Centers for Disease Control and Prevention awarded Texas with a perfect score on its most recent Strategic National Stockpile readiness review and acknowledges Texas as a model state for communications and antiviral distribution plans for pandemic influenza.
- Texas earned national recognition for its prompt and well-integrated response to the spring 2009 outbreak of the novel H1N1 influenza. The coordination of international border health issues, coupled with a rapid increase in surge capacity of laboratory and epidemiology resources, produced significant contributions to understanding the disease and developing targeted disease control and communication strategies.
- In 2005, the back-to-back impacts of Hurricanes Katrina and Rita led Texas to create a state health and medical operations center, the Department of State Health Services (DSHS) Multi-Agency Coordination Center (MACC). The DSHS MACC provides a state health and medical response across Texas' health and human services agencies during emergencies. Using the MACC, DSHS has made major advances in its ability to coordinate with state and local partners, in both the public and private sectors, to strengthen the state's public health infrastructure and improve the ability to respond to health and medical emergencies.
- Texas has achieved unprecedented success in improving our ability to share awareness of available medical resources throughout the state. Advances include the Texas WebEOC® Interoperability Project (TWIRP), which was initiated to ensure that WebEOC® – a web-based crisis information management system – is integrated and increasingly accessible statewide. TWIRP Boards are accessible at the Texas State Operations Center, the DSHS MACC, regional medical operations centers (MOCs), local emergency operations centers (EOCs), local health departments, hospitals, emergency medical services, fire departments, and other emergency responder and operations centers across the

state. Additional web-based communications and resource tracking systems currently used in Texas include EMResource®, which tracks the status of hospital, EMS and dialysis resources statewide. As part of the TWIRP project, DSHS has established the TWIRP Trauma Service Area Bed Count Dashboard that combines WebEOC® and EMResource® data for tracking Hospital Available Beds for Emergencies and Disasters (HAvBED).

- The Texas Department of Insurance (TDI) assisted consumers affected by Hurricane Ike and other storms in presenting claims to their insurers. TDI also monitored the performance of insurers in their processing of those claims. To use the most significant event, Hurricane Ike, as an example, by June 30, 2009, insurers had processed 96 percent of the 815,341 claims filed to that date, with more than \$8.8 billion in claims paid. In addition, through TDI's effective monitoring of the financial condition and exposures of property and casualty insurers, no insurer became insolvent solely due to the impact of Hurricane Ike.
- TDI adopted and actively promoted compliance with the 2006 International Building Code and 2006 International Residential Code standards, including revisions tailored for Texas coastal exposures. These standards apply to new buildings, additions, alterations and repairs commenced on or after January 1, 2008, and must be employed in order for those structures to pass inspection and be eligible for coverage through the Texas Windstorm Insurance Association. Application of those standards has been widely credited with significantly reducing damage to compliant structures that were hit by Hurricane Ike and other recent storms.
- Texas has secured more than \$1.1 billion of federal homeland security-related grants since 2005. These grants apply to all aspects of homeland security, and are directly used to improve Texas' ability to prevent, protect from, respond to and recover from all threats. The grants include the Homeland Security Grant Program, which is comprised of the State Homeland Security Program (SHSP), Urban Area Security Initiative (UASI), Operation Stonegarden, Metropolitan Medical Response System, and the Citizen Corps Program. Other grants include the UASI Nonprofit Security Grant Program (NSGP), Regional Catastrophic Preparedness Grant Program (RCPGP), Interoperable Emergency Communications Grant Program (IECGP), Emergency Operations Center (EOC) Grant Program, Driver's License Security Grant Program (DLSGP), and Buffer Zone Protection Program (BZPP).
- The activation of the Texas Intrastate Fire Mutual Aid System (TIFMAS) to fight catastrophic wildland fires in 2009 demonstrated the power and effectiveness of the Texas' Mutual Aid System. After more than a year of severe drought, nearly two dozen wildland fires erupted across north Texas in April 2009. The combination of heat, drought, and the large number of fires quickly overwhelmed local fire services and Texas Forest Service resources, burning some 100,000 acres and 545 structures, and killing three people. Texas responded immediately by activating TIFMAS. Using the state agreement, resources from 40 different fire departments were made available. Additional resources included 45 brush trucks, 24 fire engines, 11 command vehicles, and 10 water tenders plus the people to staff them. Projections show that without TIFMAS, burned acreage and structures would likely have been three times as large.

These are only a few of the advances Texas has made in the homeland security arena. While great progress has been made, even more is necessary. Texas will continue to move forward aggressively to prevent the next attack; to protect our people from the scourge of criminal enterprises and terrorists; and to improve preparations for disasters of all types, laying the groundwork to respond with unprecedented speed and effectiveness and begin a comprehensive effort to recover as soon as possible.

SECTION ONE: Vision, Purpose, Effort, Coordination, Jurisdiction, Regionalization, and Mutual Aid

1.1 Vision.

Texas is optimally positioned to prevent acts of terrorism, combat criminal enterprises, protect critical infrastructures and key resources (CI/KR), respond to and recover from all disasters, and continually strengthen our homeland security foundation to ensure long-term success. All this will be accomplished while respecting and protecting the rights guaranteed to every individual by the Texas and U.S. Constitutions.



1.2 Purpose.

The *Texas Homeland Security Strategic Plan 2010-15* serves as a high-level road map for the state's homeland security efforts for the next five years. The plan builds on the foundation and momentum created by *The Texas Homeland Security Strategic Plan 2005-2010*; it reflects lessons learned in dealing with all types of disasters, including natural disasters such as wildland fires, tornados, and Hurricanes Ike, Gustav, Rita, and Katrina; it applies an increased understanding of the terrorist threats confronting Texas; and it reflects lessons learned in countering very powerful and dangerous criminal enterprises

Homeland Security

Homeland security in Texas encompasses all efforts, both strategic and tactical, that optimally position our state to prevent, protect from, prepare for, and respond to all hazards. The term "all hazards" refers to all disasters, including natural disasters, criminal and terrorist attacks and catastrophic events. Homeland security includes all activities aimed at preventing terrorist attacks within Texas, gathering intelligence and analyzing threats, reducing vulnerability, protecting our critical infrastructures, and coordinating responses to all hazards.

like Mexican cartels and transnational gangs. This strategic plan is aligned with current and emerging federal guidance and principles, including the *National Strategy for Homeland Security* (October 2007), and the 37 target capabilities established in the *Department of Homeland Security Target Capabilities List* (September 2007). It also aligns with the national objectives laid out in the *U.S. Department of Homeland Security Strategic Plan Fiscal Years 2008–2013* and other federal guidance such as the *National Response Framework*. This strategic plan supports officials at all levels in fulfilling the homeland security and emergency management responsibilities assigned them in Texas Government Code Chapters 411, 418, and 421.

This plan will identify and orient state homeland security efforts, and it will inform regional and local governments as they work to do the same. It provides overarching guidance for state, regional, and local homeland security and emergency management plans and operations. It also helps inform federal partners who support Texas' homeland security efforts. The *Texas Homeland Security Strategic Plan 2010-2015* recognizes and addresses the critical importance of public-private partnership in all aspects of homeland security.

The Texas Homeland Security Strategic Plan 2010-2015 sets the state's strategic homeland security goals, objectives, and priority actions:

Goals are the desired ends that Texas will continually work toward in order to improve our capabilities to prevent, protect from, respond to and recover from all threats. Goals are general rather than specific and serve to orient our long-term statewide homeland security efforts.

Strategic Objectives describe a specific result, event, or outcome to be accomplished with an eye towards achieving a particular goal. Objectives are designed to be completed within the five-year time frame of the strategic plan. Strategic objectives are specific rather than general and serve to focus efforts and application of resources.

Priority Actions are specific initiatives that homeland security stakeholders will implement. Priority actions, taken together, directly increase our statewide capability to prevent terrorism, combat criminal enterprises, protect critical infrastructures and key resources, and respond to and recover from all disasters.

1.3 Focus.

The main focus of the state's homeland security efforts for 2010-2015 is to harness all the power available to the state to ensure we can *apply the right capabilities in the right manner, at the right place, at the right time, for as long as needed*. This requires continuing efforts to acquire, field, and upgrade essential capabilities throughout the state. It requires routine outreach to other states and federal partners like FEMA Region VI to arrange for the incorporation of regional assets into Texas' strategy. Harnessing all the state's power requires planning that integrates all stakeholders: federal, tribal, state, regional, local, nongovernmental, commercial enterprises, and private citizens. It requires training programs and exercises that ensure individuals and organizations can operate at expected levels of proficiency and effectively employ the resources and authorities made available to them.

Achieving an "All Hazards, All Hands" capability requires a statewide information sharing enterprise that enables rapid, secure and accurate acquiring, processing, and dissemination of information and intelligence. Agency and jurisdictional boundaries must be aligned in a way that promotes cooperation and coordination and the ability to achieve new levels of synergy and operational effectiveness.

1.3.1 Mutual Aid.

Texas will maximize the use of mutual aid to help ensure enough of the right resources are available when and where needed. Experience shows that rarely will one agency have all the resources needed to prevent terrorist attacks, combat organized criminal endeavors, or respond to major disasters. We know that each member of the homeland security community has unique skills – and limitations – and that synchronizing and integrating local, regional, state, tribal and federal capabilities is

Mutual Aid

Texas has made major advances in generating and providing mutual homeland security aid throughout the state. The 80th Texas Legislature positioned the state to make even greater progress by establishing a statewide mutual aid system to provide integrated aid response between and among local governments across Texas. Senate Bill 11 expanded the number of emergency vehicles and other resources available for use during a disaster. It also took steps to enhance our ability to conduct interagency, multi-jurisdictional law enforcement operations along the Texas-Mexico border.

a must. We know that public-private partnerships are extraordinarily powerful, and must be a cornerstone of Texas' mutual aid system. The steps already taken to align regional COGs, local governments, private enterprise, individual citizens, federal agencies, and state agencies have created unprecedented operational synergies and cost savings; however, more can and must be done.

1.3.2 Commonality, Interoperability, Training.

Combining resources and people is a complex endeavor that cannot be first attempted during an emergency. Experience shows clearly that success requires a foundation of common processes, policies, interoperable equipment, memoranda of understanding, cooperative training, exercises, and routine interaction. The public is best served when officials at every level train to a high common standard, exercise their emergency roles routinely, and capture and apply the lessons learned from training and exercises. Interoperability, integration, and mutual support must be the daily norm – not the exception. The 80th Texas Legislature laid the foundation for achieving unprecedented levels of interoperability and mutual aid by passing Senate Bill 11, which promotes major advances in statewide mutual aid processes, emergency alert systems, emergency vehicle operating standards, and other measures.

1.4 Coordination.

The *Texas Homeland Security Strategic Plan 2010-2015* reflects a capabilities-based planning approach that is designed to meet the needs of a constantly changing security environment. To meet these needs, the plan must be flexible and tailorable, so that individual regions and local communities can apply it to meet their unique needs, adjusting continuously as threats, critical infrastructure/key resource (CI/KR) inventories, demographics, and agency and jurisdictional alignments change.

The 2010-2015 plan was developed in collaboration and coordination with homeland security stakeholders from across the state, and it will evolve as needed using the same approach.

The *Strategic Plan 2010-2015* applies the tested and proven statewide capabilities-based homeland security strategic planning process. The process consists of four basic steps:

1. Assess Risk and Identify Capability Gaps.
2. Develop the State Strategic Plan.
3. Implement the State Strategic Plan.
4. Synchronize Funding Streams With Homeland Security Goals and Objectives.

1.4.1 Step 1: Comprehensively Assess Risk and Identify Capability Gaps.

Sound strategies begin with a clear understanding of the risk environment. Risk is defined as the product of threat, vulnerability, and consequences. To anchor the risk assessment effort, Texas will produce a comprehensive homeland security threat assessment each year. The Texas Fusion Center, the information-sharing and analysis hub for Texas, is responsible for producing and coordinating the threat assessment. This threat assessment integrates external and internal data in order to identify, detail, and prioritize the homeland security threats facing Texas. The threat assessment is updated annually to ensure homeland security stakeholders have a current understanding of the threat environment in Texas.

Stakeholders use the state-level threat assessment as a starting point and guide to perform required risk and capabilities assessments in their own jurisdictions. There are also tools, such as the web-based CI/KR vulnerability assessment tool, that assist jurisdictions in identifying, cataloging, and prioritizing vulnerabilities to critical infrastructure and key resources. Risk, capabilities, and vulnerability assessments help jurisdictions identify specific gaps, if any, in their abilities to detect, deter and respond to threats, and to prioritize their homeland security efforts and investments. For example, the Houston-Galveston region's assessment may have the hurricane threat as its number one priority, while regions in southwest Texas may consider the unique security challenges along the Texas-Mexico border to be their primary threat, placing hurricanes as a lesser priority.

A key assessment tool is the *Target Capabilities List (TCL)*, which is a companion document to the *National Preparedness Guidelines*. The TCL describes the essential capabilities related to the four homeland security mission areas: prevent, protect, respond, and recover. It defines and provides the basis for assessing preparedness in all of them. The current version of the TCL contains 37 core capabilities. A list of those TCL capabilities is on page 32.

1.4.2 Step 2: Develop the State Strategic Plan.

This plan communicates the steps Texas must take to ensure we have all the capabilities needed to successfully address prevention, protection, response and recovery. Capabilities include far more than just inventories of equipment and facilities. They reflect an operationally effective combination of organized, trained, informed people; suitable, interoperable equipment; thoroughly rehearsed processes and techniques; accessible stocks of critical supplies; essential facilities; extremely competent leadership; and a myriad of other factors that are integrated to make up a ready, robust, flexible homeland security enterprise.

The strategic plan is a living document developed for all homeland security stakeholders, private citizens and public agents alike. It communicates to all parties the steps we must take as a state to ensure constant readiness in an ever-changing homeland security environment.

Agencies with a role in homeland security are represented in a number of developmental forums; key among them are the Homeland Security Council and the Texas Association of Regional Councils (TARC), which is the umbrella organization for the state's regional Councils of Government (COGs). The Homeland Security Council is the main discussion forum and decision-making body for the Texas Homeland Security Strategic Plan. Members of the Council act as coordinators to provide their agencies' inputs and feedback to the collaborative development process. The TARC also serves as a key means for coordinating local and regional input and feedback, including from Urban Areas Security Initiative (UASI) cities.

Agencies, regions, and localities have internal processes for developing the implementation plans they will use to achieve the state's strategic goals, objectives and priority actions.

1.4.3 Step 3: Implement the State Strategic Plan.

Local, regional, tribal, state, and federal agencies working together with private citizens, businesses, and nongovernmental partners execute the Texas Homeland Security Strategic Plan. The Texas Office of Homeland Security facilitates synchronization of homeland security activities across the state.

State agencies with homeland security responsibilities, including the 24 regional COGs, update their homeland security implementation plans annually, or more frequently if needed. The plans delineate the specific actions and deadlines required each fiscal year in order to implement the priority actions of the state's strategic plan. Implementation plans will include priority actions that are linked to specific performance measures and implementation milestones.

The Texas Office of Homeland Security will provide guidance for developing implementation plans to ensure they align with the state strategic plan and meet requirements associated with federal homeland security funding, whether it be from the Office of Domestic Preparedness (ODP), the Centers for Disease Control and Prevention (CDC), the U.S. Army Corps of Engineers, the Department of Housing and Urban Development, or any other federal source.

Cities identified in the Department of Homeland Security's (DHS) UASI program are not required to participate in two separate planning processes — one for their UASI area and one for their COG region. UASI cities will participate in regional planning and implementation processes; the State Administrative Agency (SAA) will be responsible for extracting UASI-related data for DHS purposes. Current Texas UASI cities are Arlington-Dallas-Fort Worth, Houston, San Antonio, Austin, and El Paso.

1.4.4 Step 4: Synchronize Funding Streams to Support Homeland Security Goals and Objectives.

The Homeland Security Strategic Plan provides a blueprint for investing in outcomes. Homeland security programs and projects are not the desired effects; they are instruments to be put in place to achieve them. Accordingly, the state will fund programs and projects that lead most directly to advancing our ability to prevent, prepare for, respond to and recover from natural disasters, criminal and terrorist attacks and catastrophic events.

The Homeland Security Strategic Plan will guide efforts to secure and apply federal homeland security funds and resources throughout the state. DHS' Homeland Security Grant Program, the Centers for Disease Control and Prevention's (CDC) Public Health Emergency Preparedness Cooperative Agreement, the U.S. Department of Health and Human Services' Hospital Preparedness Program, and programs of the U.S. Department of Housing and Urban Development, the U.S. Army Corps of Engineers, the U.S. Department of Agriculture, the U.S. Department of Justice, and other agencies provide access to a large amount of funds that will be applied to meet Texas' security needs. Priority will be placed on programs that are consistent with the thrust of this strategic plan when petitioning for those funds.

1.5. Effort.

The level of effort devoted to producing the state strategic plan and the state agency, COG, UASI, and local plans that implement it, reflects a commitment to synchronizing homeland security activities across the state. Synchronizing the homeland security enterprise requires the following:

1.5.1 Integrated Planning.

The statewide strategic plan serves as a foundation and integration mechanism for all state, regional, and local homeland security implementation plans. Developing integrated plans requires stakeholder collaboration and

coordination throughout the planning process, among and between agencies and jurisdictions at every level. It requires integration of corporations, charities, non-governmental organizations, organized volunteer groups, and private citizens. Integrated planning that builds and exploits the power of private-public partnerships is a strategic priority. Vertical and horizontal collaboration and coordination, during all stages of the planning process, helps maximize the power inherent in an "All Hazards, All Hands" approach.

1.5.2 Performance Metrics.

Homeland security efforts will be tracked in a consolidated statewide performance measurement system with an eye towards assessing progress and taking action, as needed, to achieve statewide homeland security goals. Performance metrics will be normalized across the state where appropriate so that progress can be tracked across all jurisdictions. Likewise, performance metrics will be tailored to account for the unique characteristics and needs of individual regions and locales. Performance metrics will generally be quantifiable; i.e., defined in terms such as quantity, frequency, or cost.

1.5.3 Coordinated Funding Streams.

Homeland security funding streams across the state will be identified, coordinated, and linked to implementation plans for homeland security goals, and tracked by the performance measurement system to ensure a maximum return on investment for limited homeland security resources. Our goal is that for every dollar spent on homeland security in Texas we will be able to show how that dollar increased our capabilities. The *Texas Homeland Security Strategic Plan 2010-2015* provides a supporting logic for all grant applications, with particular emphasis on four of the major components of the Homeland Security Grant Program (HSGP): State Homeland Security Program (SHSP), Urban Areas Security Initiative (UASI), Metropolitan Medical Response System (MMRS), and Citizen Corps Program (CCP).

1.6 Description of Jurisdictions.

The State of Texas has four basic layers of governing jurisdictions: state, regional, county, and municipal. There are also a large number of special districts such as school districts, water supply districts, road districts, colleges, and other administrative divisions. Texas law (Government Code Chapter 418) designates the presiding officer of municipal and county governments as the jurisdiction's Emergency Management Director and the governor's designated agent in the administration and supervision of emergency management duties for that jurisdiction. In larger towns and counties, with sufficient resources, the chief elected official may designate an Emergency Management Coordinator to serve as an assistant to run its homeland security/emergency management programs.

1.6.1 Local.

There are 1,208 incorporated municipal jurisdictions in Texas, each responsible for providing essential services to its citizens, including security and emergency management. These municipalities range in size from a few dozen to several million. The amounts and types of resources available to each vary accordingly. Larger municipalities have very large, sophisticated police, fire, and EMS forces. The smallest communities often have no organic security assets and rely on volunteers or county-level forces. Of particular note, smaller localities have extremely limited planning capacities and require assistance and reinforcement from county and COG assets.

1.6.2 County.

Texas has 254 counties that vary dramatically in size and population. The most populated county, Harris County, has nearly 4 million residents; Loving, the least populated, has 42. This naturally creates vast differences in the homeland security forces and services available to the residents of the different counties. For example, Harris County has some 9,000 peace officers and 1,729 square miles, while McMullen County has six officers to safeguard 1,000 square miles of territory. The amounts of fire and ambulance services available vary in the same way.

Of Texas' 254 counties, 166 have more than 10,000 people. Many of the more populated counties have full-time emergency management departments and staff dedicated to planning, coordinating, and directing responses to disasters, emergencies, and threats of terrorism; building public-private partnerships and coalitions with local law enforcement, fire departments, government entities, public service organizations, and private corporations; managing courthouse security staffs; and developing and managing state and federal grant funding for homeland security programs.

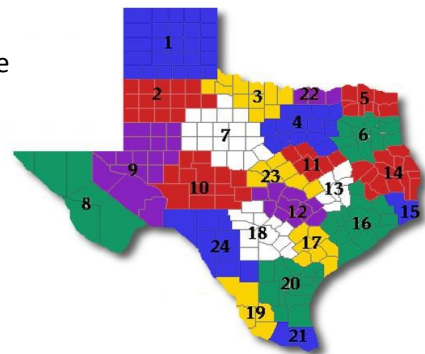
Counties with no organic homeland security planning resources and extremely limited amounts of assets, such as fire trucks and ambulances, rely heavily on mutual aid agreements and COG support to plan and coordinate homeland security programs, and to secure and manage grants.

1.6.3 Regional.

Texas has 24 Councils of Government (COGs), which are voluntary associations of local governments formed under Texas law. COGs deal with the problems and planning needs that cross boundaries of individual local governments and/or require regional attention.

Regional services offered by the COGs are determined by the needs of the communities each COG serves, and thus vary across the state. Typical services include:

- Planning and implementing regional homeland security strategies.
- Operating law enforcement training academies.
- Providing cooperative purchasing options for governments.
- Managing region-wide services to the elderly.
- Maintaining and improving regional 9-1-1 systems.
- Promoting regional economic development.
- Operating specialized transit systems.
- Providing management services for member governments.



Texas' regional COGs are also responsible for regional planning that typically includes areas such as economic growth, water supply and quality, air quality, transportation, emergency preparedness, and the coordinated delivery of various social services. Many COGs establish and host region-wide geographic information systems (GIS), as well as databases on regional population, economic, and land-use patterns. These databases are often key to homeland security planning and coordination. The services provided by COGs routinely reflect cooperation among member county and municipal governments, the private sector, and state and federal partners.

1.6.4 State.

There are 172 state agencies in Texas, each with a clearly defined area of authority, within which it is responsible for enforcing statutes and regulations and/or providing support. Many of these agencies, such as the Department of Public Safety, have explicitly-stated homeland security-related responsibilities. Others have less clearly established responsibilities, but play an important role nevertheless. For example, the Texas State Board of Pharmacy plays a critical role in disaster situations by virtue of its charter to distribute medications in the public interest.

Many communities use COGs to help manage coordination with the large number of state agencies that are part of the statewide homeland security effort.

State agencies play a pivotal role in coordinating and collaborating with federal authorities on behalf of regions, counties, localities, and private and commercial partners. State agencies generally have a direct federal counterpart, determined by functional similarity, and most serve as Texas' interface with federal partners for their particular discipline.

1.7 Regionalization and Mutual Aid.

To synchronize and track implementation of the Texas Homeland Security Strategic Plan, Texas conducts homeland security planning in the regional framework of the 24 COGs. This effort requires the participation and cooperation of all homeland security partners at the local, state and federal levels inside each COG region. It relies on the active participation of private citizens and commercial entities. The COGs typically use the TARC as their executive agent for coordinating issues that apply statewide.

Using COGs to help plan and coordinate homeland security efforts capitalizes on their ability to synchronize the efforts and resources of multiple municipal, county, and special jurisdictions/districts. It helps incorporate the large number of private and commercial partners that operate in a region and serve multiple cities and counties. The COG structure has proven to be very effective in generating and coordinating mutual aid region-wide.

SECTION TWO: Texas Homeland Security Environment.

2.1 Overview.

Safeguarding the State of Texas is the most complex, demanding homeland security challenge in the nation. The state's vast size, immediate proximity to Mexico and the Gulf of Mexico, ever-growing population, demographic diversity, and unique role in the nation's economy combine to generate a homeland security challenge found nowhere else in America.

As of 2010, Texas has approximately 24 million people living in 1,208 municipalities that vary dramatically in area and population. The Dallas-Fort Worth metroplex has more than 6.5 million people and the Harris County/Houston area has more than 4 million. At the other end of the spectrum, many west Texas counties have extremely small populations.

The area to be secured is immense. Texas' 267,000 square miles makes it larger than the states of Tennessee, Kentucky, Indiana, Maine, South Carolina, West Virginia, Maryland, Hawaii, Massachusetts, Vermont, New Hampshire, Delaware, and Rhode Island *combined*. Coordinating and supporting security operations over Texas' vast distances creates extreme challenges in the areas of communications, information sharing, resource sharing, and interagency/multi-jurisdictional teaming. To put this challenge in perspective, it is farther from El Paso to Houston than from El Paso to San Diego, California. It is farther from Brownsville to Texhoma than from Texhoma to Bismarck, North Dakota.

Texas shares a 1,254 mile international border with Mexico – 64 percent of the entire United States-Mexico frontier. Texas' immediate proximity to Mexico poses major homeland security challenges, the most important being the criminal enterprises that are based in Mexico but focus their criminal efforts in the United States – principally Mexican cartels and transnational gangs. These criminal enterprises are extremely dangerous, and they are increasing in size and level of violence. They engage in large-scale drug trafficking, human smuggling and trafficking, illegal weapons trafficking, money laundering, extortion, homicide, car theft, kidnapping, prostitution, and identity theft. They are potential enablers for terrorist attempts to enter and smuggle dangerous material into the United States.

Texas has a 367 mile long coastline on the Gulf of Mexico. This coastline contains some of the busiest, most economically important shipping lanes and ports in the United States. A major portion of the nation's petroleum refinery and petrochemical capacity are located on the Texas Gulf Coast; they lie in an area of heavy hurricane activity and heavy boat traffic, which makes them susceptible to natural disasters, criminal and terrorist attacks and catastrophic events.

2.2 Targets/Vulnerabilities.

Texas is a uniquely important state, with a \$1 trillion gross state product, three of the country's most populous cities, and a diverse population of over 24 million. Texas ranks first in the nation in international commerce, and sixth in the world. Texas is the nation's epicenter for energy and petrochemicals and for exporting high technology, and is home to several key military installations. The Port of Houston is ranked first in the nation in foreign waterborne tonnage, second in the nation in total tonnage, and tenth in the world in total tonnage.

A state as large and complex as Texas inevitably has a very large number of sites that are vulnerable to the effects of natural disasters, criminal and terrorist attacks and catastrophic events.

2.2.1 Critical Infrastructure/Key Resources (CI/KR).

Texas has a vast number of critical infrastructure and key resources that could be vulnerable to a myriad of natural and manmade disasters. The U.S. Department of Homeland Security has defined 18 CI/KR sectors:

- | | |
|-------------------------------------------------|------------------------------------------------------|
| - <i>Agriculture/Food</i> | - <i>Defense Industrial Base</i> |
| - <i>Energy</i> | - <i>Public Health/Healthcare</i> |
| - <i>National Monuments/Icons</i> | - <i>Banking/Finance</i> |
| - <i>Drinking Water/Water Treatment Systems</i> | - <i>Chemical</i> |
| - <i>Commercial Facilities</i> | - <i>Dams</i> |
| - <i>Emergency Services</i> | - <i>Commercial Nuclear Reactors/Materials/Waste</i> |
| - <i>Information Technology</i> | - <i>Postal/Shipping</i> |
| - <i>Transportation Systems</i> | - <i>Government Facilities</i> |
| - <i>Critical Manufacturing</i> | - <i>Telecommunications</i> |

A sample of Texas' Critical infrastructure and Key Resources includes:

- | | |
|--------------------------------------------------------------------------------------------|---------------------------------------------|
| - 1,033 school districts; more than 8,000 campuses | - 150 major dams |
| - 16 major military installations | - 9 national monument icons |
| - 1,853 aircraft landing areas | - 3 nuclear facilities |
| - 21 international airports | - 258 gas processing plants |
| - 12 deep draft ports | - 67 major petrochemical facilities |
| - 17 shallow draft ports | - 5 major wind energy fields in West Texas |
| - 26 land ports (POEs) | - 128 cargo ports |
| - 296,000 miles of streets, highways, interstates | - 27 state data centers |
| - 64 agriculture processing facilities (post farm gate) | - 210 power plants |
| - 10,000 miles of railroad line | - 76,000 miles of hazardous liquid pipeline |
| - 50,572 bridges | - 1,500 poultry farms |
| - 200 cattle feeder operations | - 141,000 miles of natural gas pipeline |
| - 25 petroleum refineries (27 percent of the nation's refining capability) | - 63 local health departments |
| - 1 state health laboratory and 10 laboratory response network sites | |
| - 615 Hospitals – 246 of which are designated trauma facilities;
182 with Level IV care | |

Our way of life depends on a complex system of integrated, intertwined infrastructure. This integration enables us to sustain our quality of life and standards of living. Attacks against CI/KR could have a significant impact on the economy or cripple transportation, trade, and commerce. Attacks on high-level and soft targets could result in high casualties, cause widespread panic, and deprive us of critical political or business leadership.

2.2.2 Gulf Coast Infrastructure: Ports and Harbors, Maritime Business, and Chemicals.

The Texas Gulf Coast is home to deep and shallow water ports and the Gulf Intracoastal Waterway, with interconnecting rail and highway transportation corridors that are vital to U.S. national defense. There are 29 marine ports in the state, ranging from some of the busiest freight transportation hubs in the nation to smaller recreational and fishing harbors. Of these 29 ports, 12 are classified as deepwater ports, while the remaining 17 are shallow draft ports. The largest ports in terms of throughput and capacity include the Port of Houston, Port of Corpus Christi, Port of Beaumont, and the Port of Galveston.

The Texas Gulf Coast is home to at least 150 industrial businesses valued at over \$15 billion; this represents about half of the nation's petroleum processing capabilities. Petroleum and petroleum-based products are the most common goods moving through Texas ports, constituting 72 percent of all commodities and more than half of the 66 million short tons of freight that are transported along the Gulf Intracoastal Waterway. Chemicals and related products represent the second highest percentage of goods passing through Texas ports (15 percent). The Port of Houston ships and receives more than 120 million short tons of petroleum products (63 percent of its commodity flow) and 39 million short tons of chemical products (20 percent).



The U.S. Coast Guard's January 2008 *National Maritime Threat Assessment* reinforces the importance of robust port and maritime security. According to this assessment, Al-Qaeda leaders and supporters have identified Western maritime assets as legitimate, high-value targets. Maritime attack capabilities of Al-Qaeda supporters have declined since 2002; however, the same cannot be said for other groups, such as Hezbollah. Al-Qaeda-inspired operatives are likely to use vehicle- and watercraft-borne bombs to strike U.S. cargo vessels, tankers, and fixed coastal facilities, while smaller bombs—possibly dispatched by suicide operatives—could be used to maximize casualties on highly populated vessels, such as ferries and cruise ships. Potential exploitation of maritime commerce, such as infiltrating terrorists or smuggling advanced conventional weapons into the United States by Al-Qaeda and other terrorist organizations, remains a primary homeland security concern in Texas.

2.2.3 Air Ports.

In addition to its maritime ports, Texas has 1,853 private and public airport facilities, of which 21 are international airports. While the large international airports are of obvious homeland security concern, the hundreds of smaller airports can also present a threat. Many airfields are bare-bones airstrips and can only support the smallest of aircraft. Their use may go virtually undetected by law enforcement, and they provide excellent opportunities for organizations attempting to smuggle dangerous people or contraband into or out of the state.



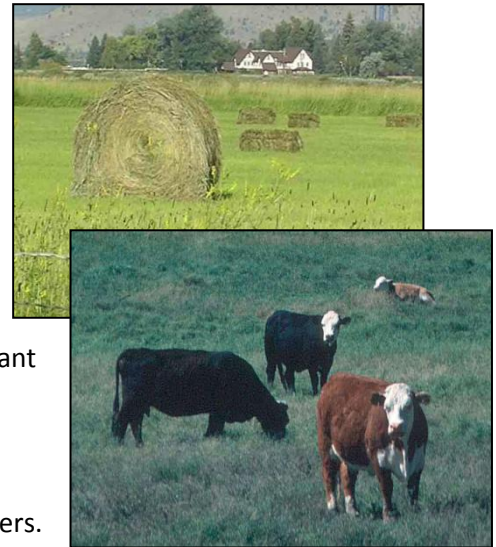
2.2.4 Land Ports.

Texas has 26 official land ports, from the westernmost in El Paso to the easternmost in Brownsville. These ports handle an extraordinary amount of pedestrian, vehicle, and rail traffic annually. Texas land ports typically experience about 33 million pedestrian crossings, 61 million vehicle crossings, and 1.1 million rail crossings annually. The volume and variety of private and commercial traffic provides an ideal environment for terrorist and criminal elements to smuggle dangerous people and contraband into and out of the United States.

The enormous volume of traffic and goods that pass through the land ports also creates opportunities for the spread of multiple types of infectious diseases. Diseases may be transported by people, livestock, or produce.

2.2.5 Agriculture.

Texas agriculture is indispensable to the state and national economies, providing a major portion of the nation's food supply. Texas agricultural products exceed \$21 billion in market value, ranking second in the nation. The market value of Texas livestock exceeds \$14 billion, which ranks first in the nation. A major disruption of Texas agriculture could have a devastating impact on the nation's financial health and jeopardize the nation's food production. Agricultural hazards of primary concern are animal and plant pests and diseases, pesticide hazards, and contamination of the food supply. Agriculture-related threats are often naturally occurring, including such diseases as foot-and-mouth disease, Rift Valley fever, bovine tuberculosis, avian influenza, Exotic Newcastle Disease and others. These diseases could also be artificially introduced and spread in an act of agricultural terrorism.



Texas has more than 800 concentrated animal feeding operations (CAFOs), where large numbers of livestock or poultry are raised for their food and product value. A contagious animal disease introduced into a CAFO could affect large numbers of animals in that facility and animals in other CAFOs, if the disease spreads. Diseases introduced into a CAFO could affect the safety of the state's and nation's food supply or affect consumer confidence, causing serious economic damage.

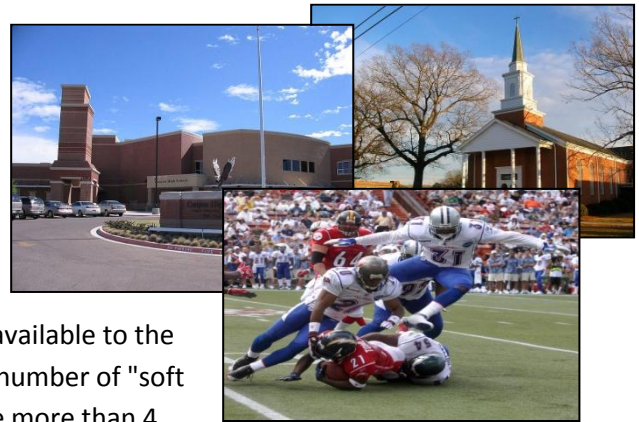
2.2.6 Power Plants.

There are more than 210 power plants located throughout Texas, fueled by a variety of means, including coal, gas, and nuclear fuels. Some of these include extremely critical sites that warrant additional attention, such as the Comanche Peak nuclear power plant in Somervell County; the South Texas Project, a 2-unit nuclear power plant near Bay City; and the Pantex Plant northeast of Amarillo, which are charged with maintaining the safety, security, and reliability of the nation's nuclear weapons stockpile. Because the potential impact of an attack is extremely high, stringent security measures are in place to prevent any attacks against these facilities. Many non-nuclear power plants are also critical to Texas, and their security vulnerabilities also need to be assessed and addressed.

2.2.7 Soft Targets.

Homeland security plans must account for the vulnerability of the gathering places where Texans worship, attend school, seek medical care, conduct business, shop, support sports, enjoy entertainment, and engage in civic activities.

DHS categorizes sites and resources as "soft" if they have limited or no security measures in place, and are routinely available to the general public without restriction. Texas has an enormous number of "soft targets," including more than 8,200 school campuses where more than 4 million students gather daily; more than 11,000 places of worship; more than 8,000 sports stadiums and arenas; more than 500 shopping malls; and more than 50,000 bridges and other lightly secured transportation nodes. Terrorists, such as those who massacred 185 children in Beslan, Russia, have demonstrated the willingness to kill schoolchildren and other innocents to achieve their objectives. In fact, soft targets are sometimes seen by terrorists and organized criminals as a way to spread mass panic and defeat the will of opponents.

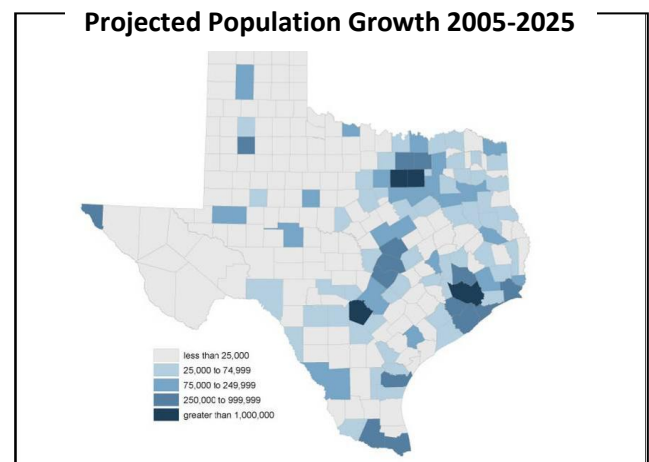


2.2.8 Texas 2015.

The *Texas Homeland Security Strategic Plan 2010-2015* must account for the fact that Texas will continuously reshape itself throughout this five-year period. Some aspects of the homeland security environment will remain constant, while others will change significantly.

Many of the things that fundamentally define Texas will remain largely unchanged through 2015. The state's combination of enormous size, vast distances, immediate proximity to Mexico and extensive coastline will continue to create homeland security challenges encountered nowhere else in the nation. The climate will generally be the same as today, with the weather and weather events that the state and its regions have long experienced continuing for the foreseeable future – generally, the eastern half of the state will remain humid and subtropical, and the western half semi-arid or arid. Likewise, it is forecasted that Texas' economic foundations and fundamentals will remain stable; the state will continue as the nation's second largest economy with agriculture, energy, technology, fishing, commerce and finance serving as the bedrocks. Demographically, Texans will remain a diverse, dynamic, vibrant, hard-working people.

But much beyond these fundamentals will change, and most of that change will be fueled by accelerating population growth. Texas' population has grown more rapidly than that of the United States as a whole in every decade since 1850, with net migration—domestic and international – accounting for a larger share of growth than natural increase. People were originally drawn to Texas because of abundant land, plentiful natural resources, and favorable climate. People also choose to move to Texas because of the State's robust economy,



favorable business environment, and affordability. Texas draws workers from across the nation and around the world in all economic conditions because it offers opportunity and promise. Texas will continue to attract newcomers, and by 2015, Texas is projected to add around 4 million new citizens, with its total population exceeding 28 million. This is roughly equivalent to adding an entire Houston metroplex to the state in five years.

The location of the state's most significant population growth will continue to be in the South and East. The "Texas Urban Triangle" of Houston, San Antonio-Austin, and Dallas/Fort Worth currently boasts 17 million people. By 2015, it should have around 20 million. Cities in the border region will also continue their rapid growth. The Rio Grande Valley, which contains Cameron, Willacy, Starr, and Hidalgo counties, has Texas' two fastest growing metropolitan statistical areas, McAllen and Brownsville. In 2009 the Rio Grande Valley population stood at 1,335,000. By 2015, the population will likely exceed 1,575,000 – a growth rate of 18 percent.

Texas' growth for the next five years will accelerate cultural and linguistic realignments. Hispanic Texans are expected to continue to be the fastest-growing portion of Texas' population in all regions of the state. In many of the fastest-growing areas, Spanish will likely be a predominant language, which will generate a need for increased Spanish proficiency among those who provide critical homeland security services. Likewise, the increase in Spanish-speaking Texans will provide a greater pool of bilingual homeland security professionals and volunteers from which to draw.

Texas' population growth and shift will be reflected in major increases in highway use. The Texas Department of Transportation (TxDOT) estimates that the state's road use will increase by 42 percent from 2010 to 2015, but state road capacity will grow by just 1 percent. Most of Texas' motorist growth will be in two areas: along the key north-south and east-west corridors of Interstates 35 and 10, and in the vicinity of the major urban areas. Traffic increases will reflect an increase in privately-owned vehicles and commercial vehicles, especially trucks. In 2002, almost 1 billion tons of freight, valued at \$866 billion, was moved by trucks in and across Texas. By 2015, this total will grow to 1.5 billion tons of freight, valued at nearly \$1.3 trillion.

Power requirements will also increase significantly. In 2010, Texas' sustained electricity requirement was 315 million megawatt hours. By 2015, this demand is projected to increase to 355 million megawatt hours – an increase of 13 percent, with most of the demand increase occurring in urban areas. This increase in demand must be accompanied by growth in generating and transmission capability. The importance of wind-generated power coming from the Texas Panhandle and other regions will need to increase substantially.

Texas' growth and increased energy demands will be mirrored across America, and the importance of Texas' Gulf Coast energy industry will continue to grow. The United States' growing reliance on foreign energy sources will likely continue unabated, and growth in demand for imported unrefined and refined petroleum products will make the Texas Gulf Coast petroleum/maritime/petrochemical infrastructure even more important to the nation than it is today.

The Texas agricultural industry will be called on to help feed a nation that is estimated to increase by 30 million people in the next five years. Livestock and crops of all varieties will be increasingly important, as demand for meat and other produce rises to meet national and international requirements.

Water demands will continue to grow and, like other infrastructure and resource projections, will follow the size and location of population growth. For example, projections show water demand for irrigation will actually decrease by over 59 billion gallons by 2015. However, water demands to support municipalities, electricity generation, and general manufacturing will increase by more than 168 billion gallons per year. Overall demand should therefore increase by 109 billion gallons per year. These increased demands will place increasing importance on aquifers, manmade reservoirs and water treatment facilities.

As Texas grows, the number and size of soft targets will grow correspondingly; and, like other aspects of growth, the soft target growth will concentrate in the Texas Urban Triangle and the border region. By 2015, Texas is estimated to add around 300,000 students, but is not expected to add significantly more schools – an example of a soft target increasing in size but not number. Texas is also expected to experience increased demand for hospital and health care resources. Texas' 2010 hospital bed capacity is estimated at 81,000. By 2015, using current population estimates, the number of beds required will grow to over 90,000. This will generate requirements to expand the state's health care infrastructure, including hospitals, clinics, and medical centers, thereby increasing the number of soft targets that require protection. The number of health care providers must grow to keep pace with the expanding population; and their language proficiency will need to accommodate the changing cultural demographics – Texas needs a growing number of nurses, doctors, emergency medical technicians, and other providers who are proficient in Spanish; but meeting this requirement will be a difficult challenge. Figures show that Texas currently has a nursing shortage of some 20,000. This figure is projected to increase by 2015; demand will increase by 86 percent, but supply will increase by only 53 percent. The demand increase for hospital beds and health care professionals are but two examples of challenges that will accompany Texas' population growth.

The homeland security implications of a rapidly growing, increasingly urbanized Texas are significant. Plans, training, exercises, and all capabilities must be continuously evaluated and refined to ensure their currency. A plan that was adequate and executable in 2010 may not be executable by 2013. The mandate to continuously evaluate and refine plans, training, exercises, and capabilities applies to all stakeholders – both public and private. Officials at federal, state, tribal, regional and local levels must continually look forward to ensure that plans to prevent, protect from, respond to, and recover from all disasters align with, and account for, the growth and change Texas will experience.

2.3 Threats.

For the foreseeable future, Texans will face a broad, complex array of homeland security threats. These include natural hazards – hurricanes, tornados, wildland fires, drought, floods, ice storms, and lightning; and epidemic diseases in animals, crops, and humans. They include the potential for catastrophic industrial accidents associated with petroleum production and refinery and petrochemical production. Threats to Texas security include the very real potential for extremely dangerous terrorist attacks, and they include the growing, destructive menace of criminal enterprises. The principal threats and hazards Texans will most likely contend with for the period of this plan are terrorists, criminal enterprises, natural hazards, and industrial-related incidents.

2.3.1 Terrorism.

Throughout the period of this plan, terrorism will remain a very real, extremely dangerous threat to Texas. A few terrorists with a coordinated plan can create a major disaster. Terrorists have learned that a “sensational” attack can have effects far beyond the immediate attack site. The economic and/or emotional cost of a single spectacular attack can be enormous. For example, an attack that damages a key petroleum refinery can impact the entire nation, or an attack on a large public gathering could have a lasting effect on the day-to-day interaction of large segments of the population. Terrorist threats fall into two broad categories: international and domestic.

2.3.1.1 International Terrorism.

International terrorism remains one of the greatest threats to our national security and the security of Texas. Global trends suggest that the number of international terrorist groups is likely to continue to grow for the foreseeable future. Terrorist groups will continue to become more networked and increasingly share resources—including funds, intelligence, training, and logistical support.

Violent Islamic extremists continue to pose the most significant international terrorism threat to Texas and the United States. Al-Qaeda and other Sunni terrorist groups, many of which are aligned with Al-Qaeda, still pose grave threats to our way of life.

Al-Qaeda is a radical Sunni Muslim umbrella organization with known operations in as many as 65 countries. Its declared goals are to establish Islamic states throughout the world, overthrow regimes deemed non-Islamic, expel all westerners or non-Muslims from Muslim countries, and kill U.S. citizens and their allies everywhere. In addition to the coordinated attack of September 11, 2001, in New York and Washington, D.C., Al-Qaeda was responsible for the World Trade Center bombing in 1993, the 1998 U.S. Embassy bombings in Africa, and the 2000 attack on the *USS Cole* in Yemen. Al-Qaeda continues to plan spectacular acts of terrorism to advance its goals, and it is estimated that the group has the ability and intent to carry out future attacks on U.S. soil.

Hezbollah and Hamas are two other Islamic terrorist groups of particular concern, due to their presence and extended network of sympathizers in the United States, specifically in Texas. Hezbollah is a radical Shiite Muslim group supported by Iran and largely based in Lebanon. Until the attacks of September 11, 2001, Hezbollah had murdered more Americans than any other terrorist group, including 241 Marines in a 1983 bombing in Beirut. Indications are that Hezbollah has an operational presence in multiple cities across the United States, including Texas' major metropolitan areas. There are also numerous reports that Hezbollah has a growing relationship with Mexican cartels and uses drug and human smuggling routes into and through Texas to facilitate the full range of its activities.

Hamas is the Palestinian branch of the Muslim Brotherhood, which uses political and violent means to advance the goal of destroying Israel and achieving an Islamic Palestinian State. Hamas has sponsored hundreds of bomb attacks in Israel and demonstrated a willingness to attack Israeli and Jewish targets outside Israel. Hamas and Hezbollah regard the United States as a blind supporter of Israeli policies and action, and therefore worthy of attack. They specifically regard the United States Jewish community as extensions of Israel, and consider everything affiliated with this community as legitimate targets. There are many Hezbollah

sympathizers in the United States who may be willing to support attacks inside Texas, or even attempt such attacks themselves.

The threat of a terrorist attack in Texas remains very real. On September 24, 2009, Hosam Maher Husein Smadi, a 19-year-old Jordanian citizen living and working in the U.S. illegally, was arrested by federal authorities for attempting to blow up the Fountain Place building in downtown Dallas. Smadi placed a vehicle-borne improvised explosive device (VBIED) at the base of the Fountain Place building and attempted to detonate it. The VBIED was provided by undercover FBI agents posing as Al-Qaeda associates, who ensured the VBIED contained no explosive material.

The U.S. government has had significant success in attacking Al-Qaeda leadership, and dismantling its support networks; but Al-Qaeda is a resourceful organization with constantly evolving alliances, strategies and tactics. Law enforcement and intelligence agencies at all levels must remain vigilant and continue to assiduously pursue Al-Qaeda, Hezbollah, Hamas, and other international terrorist groups.

2.3.1.2 Domestic Terrorism.

Domestic terrorism will continue to pose a threat in Texas over the next five years. Domestic terrorist groups usually fall into two broad categories: left-wing extremists and right-wing extremists. Left-wing groups commit acts of sabotage or violence in order to advance a political agenda, usually related to trade globalization, human and labor rights, animal rights or the environment. Right-wing groups include white supremacist or anti-government groups who target law enforcement officials, government officials, and minority groups.

Examples of left-wing groups are the Animal Liberation Front (ALF), the Earth Liberation Front (ELF) and the Stop Huntington Animal Cruelty (SHAC) group. These three groups are simply examples of left-wing domestic terrorists; they do not represent all potential threats in this area. Left-wing domestic terrorists tend to target research laboratories, nuclear power plants, pharmaceutical and cosmetic companies, and organizations that monitor or lobby against their political views.

Examples of right-wing groups are Skinheads, the modern Ku Klux Klan, other neo-Nazi white supremacist groups, and anti-government groups. These organizations tend to target minority groups—including Jews, African-Americans, homosexuals, and Catholics—as well as government officials.

Crime and Terror Converge

"Funding sources from the Persian Gulf, charities and other non-governmental fronts are receiving intense scrutiny. This development, coupled with the arrests of several high-ranking coordinators and financiers of terrorist operations in Europe and North America, are forcing *jihadi* networks to adapt and diversify their funding streams. 'Traditional criminal' activities like drug trafficking, robbery, extortion, and smuggling are rapidly becoming the main source of revenues for both terrorist groups and gangs."

H. Mili. Tangled webs: Terrorist and Organized Crime Groups. *Terrorism Monitor*, Volume 4, Issue 1. 2006

Terrorists do not always operate within the construct of an organized group, but may instead operate as "lone wolf" actors. Lone wolf actors are individuals who draw ideological inspiration from terrorist organizations, but operate alone on the fringes of those movements. An example might be an individual who opposes animal testing and targets individuals and facilities associated with animal testing. Another example is an individual who sympathizes with the Palestinian cause and is inspired to act against individual Jews or Jewish institutions – of which Texas has many. A lone wolf jihadist with sympathy for a terror group like Al-Qaeda or Hamas could

pose a considerable threat. An example is Major Nidal Malik Hasan, a U.S. Army psychiatrist, who on November 5, 2009, opened fire at Fort Hood, near Killeen, Texas, who has been charged with the murder of 13 military personnel and the attempted murder of 32 others injured in the shooting spree. At the time of this writing, the investigation was still underway; however, Hasan has been connected to several jihadists, including radical Imam Anwar al-Awlaki, who has also been linked to several of the 9/11 hijackers. It has been determined that Hasan acted as a lone wolf Islamic extremist terrorist.

2.3.1.3 Crime and Terror Convergence.

The convergence of terrorists and criminal enterprises constitutes a very dangerous threat to Texas and the United States. According to the U.S. Department of State, "Terrorist activities and support for terrorist infrastructure are (increasingly) funded by...illicit activities such as trafficking in persons, smuggling and narco-trafficking." Federal analysis and reporting confirm that the link between terrorists and criminals is a two-way street. Terrorists use criminal activities to accrue money needed to pay for recruiting and training, and to buy false documents, weapons, explosives, and munitions. Criminal enterprises increasingly use terrorist tactics to protect monopolies, intimidate communities and law enforcement, and combat competitors.

Because terrorists and criminals increasingly use similar tactics and operational methods, the ability to draw a clear boundary between the two activities in the United States is becoming more and more problematic. Both groups use drug trafficking, human trafficking and smuggling, document fraud, credit card fraud, kidnapping, extortion, and other crimes to generate funds to purchase weapons, pay recruits, underwrite training costs, and enable operations overall. Both groups also use sophisticated technology to recruit operatives, train members, plan and oversee operations, manage finances, handle logistics, and perform other organizational tasks. The global trend of increasing crime and international terrorism convergence is likely to continue to grow as the lines between the activities of criminal enterprises and terror organizations become increasingly blurred. Terrorist-criminal alliances complicate efforts to identify and track terrorists operating on foreign soil and in Texas. The state's diverse urban areas, border with Mexico, critical infrastructures, and key resources further complicate the unique counterterrorism challenges in Texas.

"Two traditionally separate phenomena, transnational crime and terrorism, are demonstrating analogous and parallel modus operandi and organizational characteristics. Understanding the gang-crime-terror continuum...is important to achieving insight into gangs and terrorist groups and how that dynamic and parallelism impacts national security."

G. Wilson and J. Sullivan, "On Gangs, Crime, and Terrorism"
February 28, 2007

2.3.1.4 Terrorist Weapons.

The *National Preparedness Guidelines* issued by the U.S. Department of Homeland Security in September 2007 identify 15 scenarios that are useful for illustrating the potential nature and consequence of terrorist attacks. Among the potential terrorist attack scenarios are several that pose "the greatest risk of mass casualties, massive property loss, and immense social disruption." The "greatest risk" scenarios include:

- Nuclear attack with an **Improvised Nuclear Device**
- Radiological attack with a "**Dirty Bomb**"
- Biological attack with **Aerosol Anthrax**



- Biological attack with **Plague**
- Chemical attack with **Blister Agent**
- Chemical attack with **Toxic Industrial Chemicals**
- Tactical use of an **Improvised Explosive Device (IED)**
- Cyber Attack

These attacks generally involve the use of weapons of mass effect, explosives, and/or cyber attacks. Dealing with these scenarios will require coordinated, multi-jurisdictional/interagency planning, preparation, training, and response.

2.3.1.4.1 Weapons of Mass Effect.

Weapons of mass effect (WME) include nuclear, biological, chemical, high-yield explosive and radiological weapons. What unites these weapons is their ability to cause mass casualties and spread panic. Nuclear weapons are extraordinarily powerful bombs made from radioactive materials. Nuclear weapons can cause mass casualties and lingering environmental damage to a large area. The effects of a nuclear detonation in a U.S. city would be felt throughout the nation and around the world. Immediate effects would be physically catastrophic, and the psychological, economic, and societal effects would be even greater. Terrorists would likely detonate an improvised nuclear device with the goal of causing extraordinary, instantaneous worldwide changes.

Biological weapons are those intended to introduce disease-causing microorganisms, including viruses and infectious nucleic acids, into human and/or animal populations or crops. Weaponized microorganisms are of particular concern because they can mutate as they multiply and spread. These weapons are not as visually spectacular as nuclear devices or IEDs, but are potentially even more dangerous. A biological weapon could develop undetected over the course of days or weeks. Biological attacks have the potential to create a major epidemic among humans and/or animals, or cause widespread crop damage. Biological weapons have the ability to cause hundreds of thousands of deaths and temporarily incapacitate millions. The range of a biological weapon could potentially be even greater than the range of a nuclear device. The economic and societal effects of such an attack could be catastrophic.

Chemical weapons work principally through toxicity to cause death, temporary incapacitation or permanent injury. In sufficient quantity, chemical weapons can initially be as devastating as explosives and cause hundreds or thousands of casualties. Soft targets are particularly susceptible to chemical weapons, which normally require a high concentration of unprotected people to cause significant numbers of casualties. Chemical weapons generally do not impact physical structures; thus, to be effective against critical infrastructures, they would need to be targeted against the people who are occupying the sites.

Radiological weapons, often referred to as “dirty bombs,” normally have a limited damage range and are less effective at accomplishing mass fatalities than other categories of WME. They are principally designed to cause widespread fear and panic, and render specific sites or locations uninhabitable.

Intelligence suggests that several terrorist organizations are aggressively seeking WME capabilities. If obtained, these capabilities would present a serious threat to Texas. Chemical, biological, radiological, nuclear, and high-yield explosive materials, or their component parts, are susceptible to theft and illegal purchase. Complete weapons and/or components can be easily concealed and transported. The Texas-Mexico border

and our many seaports make the transport of WME an area of grave concern. Biological weapons are of particular concern, because they are known to be part of Islamic extremists' arsenals, and even a small amount smuggled into Texas could be used to devastating effect. The far-reaching consequences of any WME being successfully deployed in Texas are self-evident.

2.3.1.4.2 Improvised Explosive Devices.

Improvised Explosive Devices (IEDs) are homemade explosive devices designed to kill, injure and incite panic, confusion and terror. They are particularly dangerous because they can be assembled using commonly purchased items and transported secretly. IEDs can include a range of explosives, they can be packaged in a variety of containers, they can employ many different types of delivery methods, and they can be detonated in combination with toxic chemicals, biological toxins, or radiological material. IEDs of particular concern are vehicle-borne IEDs (VBIEDs), which use a vehicle as the delivery mechanism for explosives. VBIEDs can contain hundreds or even thousands of pounds of explosives and cause extraordinary destruction. Some examples of VBIED destruction include the 1983 bombing of the U.S. Marine barracks in Beirut, the World Trade Center bombings of 1993, the 1998 bombings of the U.S. Embassies in Tanzania and Kenya, the 1995 bombing of the Alfred P. Murrah Federal Building in Oklahoma City, and the 1996 Khobar Tower bombings in Saudi Arabia. The 2000 bombing of the *USS Cole* in Yemen is an example of the damage that can be caused by a watercraft-borne IED. Terrorists in Iraq, Afghanistan, Spain, and India continually demonstrate that no nation is immune to IEDs, and Texas must be cognizant of the risks that IEDs of all types present.

Even more destructive than the immediate physical damage caused by a terrorist's use of IEDs may be the psychological and consequent cultural and economic damage. Experience has shown that a single sensational attack against a highly prized target – such as a grade school, shopping mall, crowded airport lobby, or place of worship – can have national and institutional impact. It may cause radical alterations to how we go about the nation's business and social interaction.

2.3.1.4.3 Cyber Attacks.

Cyber attacks have become a 'weapon of choice' for many terrorist organizations. Cyber attacks can be launched from anywhere in the world that has Internet access, are often untraceable, and have the potential to wreak havoc on our financial and economic systems, defense networks, transportation systems, power infrastructure, and many other essential capabilities.

Although not widely publicized, cyber attacks occur routinely. Within the State of Texas, a major computer security incident with significant financial and operational impact is an annual event for most organizations, including state government entities. In fact, state entities reported a daily average of almost 575 security incidents in fiscal year 2009, including malicious code execution, unauthorized access to data, and service disruptions. Most of these attacks are blocked, prevented, or result in only minor disruptions.

Between January 2005 and August 2009, Texas-based organizations reported 105 incidents involving privacy data; 43 of these incidents were government-related (universities, cities and counties, and state agencies). These 105 incidents exposed over 3 million records, with the cost estimated at an all-time high of \$202 per record exposed, totaling \$606 million dollars to recover from the attacks.

2.3.2 Criminal Enterprises.

Combating criminal enterprises such as transnational gangs and organized crime cartels is a top priority. These organizations harm Texans every day. They aggressively market dangerous, debilitating drugs to adults and youth alike – shattering thousands of lives. They are the state's principal source of violence, racketeering, human trafficking and smuggling, prostitution, money laundering, and illegal weapons sales. Defeating these organizations requires exceptional levels of cooperation and interaction among agencies and jurisdictions. In that light, Texas' homeland security strategy envisions a statewide law enforcement network in which cross-boundary coordination and support, and multi-jurisdictional and interagency operations, are the norm. It prioritizes reducing the debilitating impacts of agency and jurisdictional boundaries on counter-gang operations. Successfully combating these criminal enterprises also requires a statewide information sharing enterprise in which information and intelligence sharing across agency and political boundaries is routine.



Criminal Enterprises are criminal organizations that routinely employ violence or the threat of violence to accomplish their goals and objectives. Violence is not the primary purpose of these organizations, but it is an integral part of their operations. They use violence to acquire and protect territory, enforce discipline within their ranks, defeat competitors, silence witnesses, and intimidate communities. Criminal enterprises currently threatening Texas engage in a wide range of criminal activities, including drug trafficking, human smuggling and trafficking, murder, kidnapping, money laundering, illegal weapon sales, extortion, and prostitution. The most prominent organizations include Mexican cartels, transnational gangs, domestic gangs, and prison gangs.

2.3.2.1 Mexican Cartels.

Mexican organized crime cartels are among the most dangerous criminal enterprises threatening Texas. They dominate the wholesale illegal drug trade in the United States, controlling over 70 percent of the drug flow into the country. Mexican cartels are the main suppliers of marijuana and cocaine, with over 90 percent of cocaine entering the country coming through Mexico. They also control a large portion of the methamphetamine and heroin entering Texas.

Cartels control large areas of Mexican territory and dozens of municipalities, particularly in areas near the Texas border. They are waging violent battles for control of key smuggling corridors along the entire Texas-Mexico border. The cartels currently operating along the border are more sophisticated and dangerous than any other organized criminal group in U.S. law enforcement history. They engage in kidnapping and extortion for profit, and employ very sophisticated technologies, military grade weapons, and advanced operational concepts to fight each other, as well as Mexican and U.S. law enforcement. Cartels exploit the availability of sophisticated communications and cryptographic systems; employ advanced sensors like thermal imaging, night vision, and acoustics; use complex surveillance and infiltration techniques; employ computer automation; and use global positioning and reporting systems to track their own vehicles, and U.S.



law enforcement. They recruit former Mexican military commandos, and are increasingly employing U.S. criminal gangs to facilitate their operations on the U.S. side of the border.

The Department of Justice's National Drug Intelligence Center assesses that Mexican cartels are the nation's most dangerous organized criminal threat. With the convergence of criminal enterprises and terrorist organizations, Mexican cartels represent an increasingly dangerous threat to United States and Texas security.

2.3.2.2 Transnational Gangs.

Transnational gangs are criminal gangs that tend to act as intermediaries for Mexican cartels to ensure shipments of drugs, guns, human cargo, and money reach their destinations. Cartels increasingly draw from established U.S. gangs, utilizing members fluent in both English and Spanish who are able to move across the border easily. Transnational gangs often have a central headquarters in Mexico, Central America, or South America, and regional or local headquarters in a Texas border community or major metropolitan area.

"One of the most significant threats to our state's security is the rise of ruthless and powerful transnational gangs."

Governor Rick Perry, September 30, 2008

Transnational gangs engage in a wide variety of criminal enterprises, as well as trafficking in drugs and people. They are tied to prostitution, murder, extortion, auto theft, identity theft, kidnapping, protection rackets, assaults, and other index crimes. Transnational gangs often engage in turf wars to seize and protect territories and trade routes. DPS categorizes the gangs operating in Texas into three tiers using a point system to assess the threat posed by each gang. According to this assessment, Tier 1 gangs, which currently pose the greatest threat to Texas, include Tango Blast, Mexican Mafia, Texas Syndicate and Barrio Azteca.

As transnational gangs grow and gain power, they sometimes compete with the cartels they formerly served or the gang affiliations from which they sprang, leading to violent confrontations in the communities in which they are established. Also, when gangs who are affiliated with competing cartels are present in the same U.S. city, there is increased potential for gang-on-gang violence.

The distinction between gang types is increasingly imprecise. Gangs traditionally regarded as domestic increasingly engage in transnational activities such as drug smuggling, illegal weapons sales, and money smuggling. Prison gangs in the border region often have transnational ties, conducting business first or second hand with Mexican cartels, providing distribution, enforcement, or other services.

Whatever their categorization, gangs tend to have the same impact on a community. They spread violence, fear, and misery wherever they take root. Whether crime and violence are perpetrated by Tangos, Crips or MS-13, the effect is the same. Texas' ultimate goal is defeating these dangerous, predatory organizations in every category.

2.3.2.3 Domestic Criminal Enterprises.

In addition to Mexican border criminal enterprises, violent domestic gangs have statewide impact. The majority of violent domestic gangs were originally formed in prisons.

The number of suspected or confirmed members of prison gangs inside the Texas prison system has grown to over 13,000. Prison gangs operate as middle men between cartels and criminal street gangs, who sell illegal

products on the street. They collect a “tax” on retail drug sales for facilitating drug and other transactions in their areas of control. Gang members earn money through a variety of criminal enterprises, including drug and weapons trafficking, alien smuggling, auto theft, extortion, kidnapping, robbery, and contract murders.

Although major prison gangs often have hundreds of members in a given city or location, only a handful of members are actively involved in gang leadership and allowed to attend meetings. As a result of insulated leadership, law enforcement agencies find it difficult to effect long-term damage to a prison gang’s overall organization. It is also difficult to infiltrate some gangs, because they recruit only from among the prison population, drawing only from those individuals who have been observed in prison for multiple years. This makes it very unlikely that gangs will be infiltrated by undercover law enforcement agents.

In addition to the Tier I gangs listed previously, DPS has classified the following as Tier 2 gangs: Latin Kings, Bandidos, Mara Salvatrucha 13 (MS-13), Hermandad de Pistoleros Latinos, Partido Revolucionario Mexicano (PRM), Tri City Bombers, Aryan Brotherhood of Texas, and the Paisas/Mexicles.

Two prison gangs that pose a moderate threat to the state are the Crips and the Bloods. Both of these organizations are actually a collection of structured and unstructured gangs that have adopted a common gang culture. They comprise about 20 percent of all prison gang members in the Texas prison system. The main source of income for Crips and Bloods gang members is street-level distribution of powdered cocaine, crack cocaine, marijuana, and PCP. The gangs are also involved in other criminal activity, such as auto theft, burglary, assault, extortion, carjacking, robbery, identification theft, and homicide.

2.3.3 Illegal Entry.

The volume of people illegally entering Texas from Mexico poses a major homeland security challenge. While many cross the border searching for employment, a large number cross with the intent of introducing drugs, enforcing cartel and gang discipline, conducting kidnappings or murders, and committing other crimes. The sheer volume of aliens crossing the border into the United States facilitates entry of criminals, gang members, terrorists, and others whose purpose is criminal and/or terrorist activities. Trends continue to show that the Mexican border is an avenue of choice for introducing aliens from countries of special interest (those with a known Al-Qaeda presence), such as Yemen, Iraq, Saudi Arabia, and Pakistan.

Illegal entry creates a very large, immediate, personal problem for the tens of thousands of Texans who own property in the border region. Approximately 73 percent of Texas land adjacent to Mexico is privately owned. Property owners increasingly report menacing encounters with human smugglers, drug traffickers, and illegal immigrants that use their property to enter the United States. In addition to the theft and vandalism that occurs, the increasing willingness of these individuals to use hostile measures to intimidate private property owners is an area of grave concern.

A major threat associated with illegal entry is criminal aliens. The Texas Department of Criminal Justice spent \$143 million to incarcerate more than 13,000 criminal aliens in fiscal year 2008, but the cost of criminal aliens is more than just monetary. The crimes they commit include narcotics distribution, auto theft, assault, kidnapping, robbery, burglary, rape, manslaughter and murder. Criminal aliens are also known to have a high likelihood of being involved in criminal gangs.

2.3.4 Natural Disasters and Other Hazards.

Texas is committed to an all-hazards approach to homeland security that addresses threats posed by natural disasters, criminal and terrorist attacks and catastrophic events, because each has a potentially devastating impact on our state. Texas faces an extraordinary threat environment in terms of frequency and severity of hazard events and amount of losses.

The most frequent major disasters in Texas are flooding, tornados, and hurricanes. Texas ranks first among the states for frequency of tornados and flash floods, and the state has more than 10 million acres of floodplain. It is second only to Florida in the number of hurricane impacts, and nationwide, suffers the greatest economic impact from hurricane losses. Hurricane Ike, for example, was the third most destructive storm in U.S. history.

Drought and wildland fires regularly pose serious threats to substantial portions of the state. Wildland fires are a growing concern, given rapid population growth, and the steady increase of the wildland urban interface. The problem is exacerbated by the continuing drought of recent years. Texas experiences more wildland fires than any other state, recording more than 13,000 in 2007 and 2008 – over twice as many as California, which ranks second.

Other natural hazards that occur frequently in Texas include ice storms, hail storms, and minor earthquakes. These natural hazards impact some portion the state each year and, in comparison to other homeland security hazards to date, have caused by far the greatest losses of life and property.

Natural hazards are not limited to weather and fires. Disease spread by humans, animals, and agricultural products pose a major threat to Texas. Diseases can have a direct and deadly effect on the people of Texas, impacting their health, the Texas economy, and potentially disrupting social interaction over wide areas for long periods of time. Disease can have a devastating impact on Texas agriculture, rendering entire segments of food production ineligible for marketing.



In terms of frequency of hazard events (hurricanes, tornados, wildland fires, droughts, ice storms, heat waves, hail storms, floods, sand storms, floods, petro chemical and other industrial accidents), and amount of losses, "Texas ranks as the most hazardous state."

Dennis Mileti, *Disasters By Design*

2.3.5 Public Health Threats On the Texas-Mexico border.

State and local health agencies along the U.S.-Mexico border have a shared stake in improving the public health system within the border region. A disease outbreak in Mexico can easily become a crisis in the U.S. and vice versa, especially given the high volume of border crossings that take place on a daily basis.

In the border region, local health issues often have an international impact and local health service providers are often the nation's first line of defense against many communicable diseases. By protecting communities near the ports of entry, local providers also protect the state and nation. They respond to all hazards to contain disease, prevent the spread and provide immediate care of individuals affected.

Health issues that are a particular homeland security and potential public health emergency priority are:

- Preventing the introduction and spread of infectious diseases such as tuberculosis, rabies and most recently H1N1 influenza, as well food-borne disease.
- Lack of access to health care, in part due to a shortage of health professionals.
- The need for more disease surveillance and rapid communication support.
- The need for more laboratory capacity to test for infectious, waterborne, food-borne and biological agents.

Some examples of the need to have a robust disease surveillance and reporting capacity in the border region include:

Tuberculosis. In 2007 two family members (one in Laredo and one in Nuevo Laredo, Mexico) tested positive for tuberculosis. Laredo health officials took immediate action, coordinating on both sides of the border. Over 40 family members on both sides of the Texas-Mexico border were tested, and 3 were positive. These were immediately confirmed, treated and followed as active TB. These three cases were family members in San Antonio (150 miles away) Dallas (over 400 miles away) and in Chicago, Illinois. Because Texas had established a robust surveillance and detection system, and could intervene quickly to test, confirm, treat and follow cases when needed, they prevented the spread of TB to potentially thousands of Americans across the country.

Food Safety. The U.S. Food and Drug Administration (FDA), the U.S. Department of Agriculture (USDA) Animal and Plant Health Inspection Service and Food Safety Inspection Service, and U.S. Customs and Border Protection within the U.S. Department of Homeland Security are charged with ensuring that foods imported into the U.S. are safe. However, the FDA only has enough manpower at the ports to examine 1.5 percent of all imported food based on risk assessments.

Texas' many ports along the coast and along the 1,254 miles of border with Mexico see enormous amounts of agricultural trade entering the state daily. Limited inspection makes Texas vulnerable to the hazard of both unintentionally or intentionally contaminated food supplies. Because detection at the point of entry is not always possible with food safety issues, early detection will most likely be up to the medical community, and containment will be up to the public health community.

"Texas and the United States are under the constant threat of an intentional or unintentional public health, medical or biological hazard. In Laredo we say: "When Nuevo Laredo, Mexico coughs, Laredo gets the cold and vice versa." Disease does not respect a border, a wall or even the most professional of custom and border patrol agents. When you think of the potential public health threats that can cause epidemics, contaminate our water or food supply, there is no area more vulnerable than the Texas/Mexico Border."

Dr. Hector F. Gonzalez, MD, MPH
Director of Health
City of Laredo Health Department
Laredo, Texas

SECTION THREE: Texas High Level Goals, Strategic Objectives, and Priority Actions.

The *Texas Homeland Security Strategic Plan 2010-2015* communicates state's high-level goals, strategic objectives and priority actions for advancing the state's homeland security strategy. Three goals are the foundation of the strategic plan:

- | | |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| 1. Prevent | Prevent terrorist attacks in Texas and prevent criminal enterprises from operating successfully in Texas. |
| 2. Protect | Reduce vulnerability to natural disasters, criminal and terrorist attacks and catastrophic events. |
| 3. Prepare to Respond and Recover | Prepare to minimize damage through rapid, decisive response, and quickly recover from terrorist attacks and other disasters. |

These Texas homeland security goals align with and encompass the nation's highest-priority goals of prevention, protection, response and recovery. They also align with and encompass the national preparedness priorities and policies established by the Department of Homeland Security. These goals account for the unabated threat posed by international and domestic terrorists, the increasing convergence of terrorism and crime, the growing security threat posed by criminal enterprises, and the steady increase in the frequency and consequence of natural disasters. This strategic plan is tailored to meet the unique homeland security needs of Texas; it accounts for our state's size, location, lengthy land and sea borders, geographic features, demographics, and economic diversity.

The goals that follow apply to all of Texas, not just government. They are designed to facilitate a public-private partnership that fosters and capitalizes on the enormous power that comes from combining the unique strengths of all elements of Texas' society. To fully accomplish Texas' homeland security goals, objectives, and priority actions, we must integrate the skills and capabilities inherent in the commercial sector with the authorities, resources, and capabilities of the public sector. We must enlist the active support and involvement of individual citizens, community service organizations, business and industry, and academia in all stages of prevention, protection, response, and recovery.

The 37 Target Capabilities put forth in the *National Preparedness Guidelines* (2007) help orient Texas' homeland security strategy. Achieving required levels of operational effectiveness in these targeted areas helps ensure accomplishment of strategic goals, objectives, and priority actions. (Achieving operational effectiveness encompasses all aspects of a capability: policies, procedures, training, personnel, funding, infrastructure, communications, planning, statutes, regulations, leader development and selection, outreach, and equipment and technology.)

Target Capabilities List

Common Capabilities

1. Planning
2. Communications
3. Community Preparedness and Participation
4. Risk Management
5. Intelligence and Information Sharing and Dissemination

Prevent Mission Capabilities

6. Information Gathering and Recognition of Indicators and Warnings
7. Intelligence Analysis and Production
8. Counter-Terror Investigation and Law Enforcement
9. CBRNE Detection

Protect Mission Capabilities

10. Critical Infrastructure Protection
11. Food and Agriculture Safety and Defense
12. Epidemiological Surveillance and Investigation
13. Laboratory Testing

Response Mission Capabilities

14. On-Site Incident Management
15. Emergency Operations Center Management
16. Critical Resource Logistics and Distribution
17. Volunteer Management and Donations
18. Responder Safety and Health
19. Emergency Public Safety and Security

20. Animal Disease Emergency Support
21. Environmental Health
22. Explosive Device Response Operations
23. Fire Incident Response Support
24. WMD and Hazardous Materials Response and Decontamination
25. Citizen Evacuation and Shelter-In-Place
26. Isolation and Quarantine
27. Search and Rescue (Land-Based)
28. Emergency Public Information and Warning
29. Emergency Triage and Pre-Hospital Treatment
30. Medical Surge
31. Medical Supplies Management and Distribution
32. Mass Prophylaxis
33. Mass Care (Sheltering, Feeding, and Related Services)
34. Fatality Management

Recover Mission Capabilities

35. Structural Damage Assessment
36. Restoration of Lifelines
37. Economic and Community Recovery

The sections that follow lay out three major homeland security **Goals** and nine supporting **Objectives**. Each objective has specific **Priority Actions** associated with it. Following each Priority Action is a list of the **Target Capabilities** that the action most directly contributes to accomplishing.

3.1 GOAL 1: Prevent Terrorist Attacks in Texas and Prevent Criminal Enterprises From Operating Successfully in Texas.

Preventing terrorist attacks within Texas is the state's number one homeland security priority. Terrorists represent a very real, very dangerous threat to the wellbeing of our citizens and economy. Likewise, criminal enterprises pose a daily threat to the safety and security of our citizenry. Preventing the success, growth, and spread of these criminal enterprises is a homeland security priority.

Linked National Homeland Security Priority:

Strengthen Information Sharing and Collaboration

Capabilities: Establishing prevention frameworks based on expanded regional collaboration that are linked to a national network will facilitate efforts to achieve information sharing and collaboration capabilities.

The best way to protect the citizens of Texas from the consequences of a terrorist or criminal attack is to keep such an attack from occurring. Prevention encompasses all efforts to detect terrorists and violent criminals, deter their activities, deny access to support structures, and stop assaults and attacks before they are launched. The focus of our prevention efforts is a robust, integrated investigative and intelligence capability. Information and intelligence are key to determining where, when, and how to best apply the resources available in the state to disrupt terrorist and criminal enterprises.

3.1.1 OBJECTIVE 1.1: Expand and Enhance the Statewide Intelligence Capability that Reduces the Threat of Terrorism and Criminal Enterprises.

OBJECTIVE 1.1 PRIORITY ACTIONS:

1.1.1. Establish and employ the Texas Fusion Center Policy Council to enhance and manage the statewide intelligence capability, to include threat identification and prioritization, requirements development and management, collection, distributed analytical production, and product dissemination. (TC: 1, 2, 5, 7)

1.1.2. Expand and enhance multi-agency, multi-jurisdictional fusion capabilities throughout the state. (TC: 1, 2, 3, 5, 7)

1.1.3. Employ the Texas Fusion Center and regional fusion centers to integrate homeland security-related information and intelligence across all agencies, jurisdictions and disciplines in Texas. (TC: 1, 2, 5, 6, 7, 10)

1.1.5. Enlist the homeland security community, including health services, agriculture, animal health, private sector, and other critical infrastructure stakeholders, as collectors and consumers of intelligence. (TC: 1, 3, 5, 6, 7, 12)

1.1.6. Implement the Texas Information Technology Plan. (TC: 1, 3, 6, 7)

1.1.7. Ensure local law enforcement agencies in Texas have onsite access to all critical Texas homeland security information systems. (TC: 2, 7, 8, 10)

Today's threat environment is more complex and dynamic than ever before. The terrorist and criminal entities that threaten Texas have gained unprecedented levels of agility and are very adaptive. They employ advanced technologies and operating techniques in an attempt to get ahead, and stay ahead, of law enforcement. Many of the cartel enforcers are highly-skilled former military commandos. Homeland security agencies must be able to identify terror and crime indicators and developing patterns, as well as recognize unfolding trends so that they can preemptively disrupt activities of terrorist and criminal enterprises. They must gain a thorough and timely understanding of current and future threat environments and players in order to develop effective, long-term prevention and enforcement strategies, and provide the information necessary to prioritize limited law enforcement resources.

3.1.1.1 Information and Intelligence Sharing.

Over the past five years, the Texas law enforcement community has made significant progress in sharing information and incorporating intelligence into core functions and processes. We have significantly enhanced our ability to acquire, process, and disseminate information and intelligence throughout the state. Law enforcement agencies at all levels – municipal, county, state, tribal, and federal – increasingly recognize the value of information and intelligence sharing in performing their missions. Our experience with new interagency, multi-jurisdictional information and intelligence structures has clearly demonstrated that a single agency or fusion center rarely has all the information and intelligence needed to defeat criminal and/or terrorist activities. We have seen the power of mutual support and cooperation, and the power of incorporating non-traditional homeland security partners, such as agriculture and public health agencies. We have clearly seen the enormous capability that technology can bring to bear. A top priority is to build on the success achieved thus far.

Texas has developed and fielded an information sharing system known as TxMAP to facilitate rapid dissemination of large volumes of information using a web-based, geospatial reporting process. TxMAP facilitates common awareness and understanding of evolving situations and provides the capability for multiple agencies to rapidly collaborate, coordinate, and take decisive action. TxMAP continues to evolve and will serve as the engine for interagency operations throughout the State of Texas.

Our ability to share information will help to prevent terrorist attacks and dismantle seemingly intractable criminal enterprises. The Texas statewide intelligence capability will continue to have at its foundation a constantly expanding and improving network of networks, linked by information technology, common processes, interoperable information systems, and the human talent to harness the often fragmented, inconsistent information that is normally encountered in crime prevention and law enforcement.

Knowledge about the threat environment comes in the form of information flowing over secure channels, including rapidly disseminated suspicious activity reports and threat warnings, regularly produced bulletins and briefings, high-level strategic assessments, and advanced pattern and trend analysis. The intelligence process is how analysts transform raw information into finished products for customers to use in decision making and action plans. The process consists of certain steps—including planning, collection, analytical production and dissemination. We will continue to improve our ability to integrate the work of analysts across the state, working at all levels.

The Texas Fusion Center Policy Council (TFPCPC) coordinates Texas' statewide fusion efforts. The mission of the TFPCPC is to maximize fusion capability in Texas by providing state-level coordination and policy guidance. The

TFCPC incorporates fusion center leaders from across Texas who work together to establish policy guidance for collecting, producing and disseminating intelligence products and establishing and operating homeland security-funded regional intelligence centers and the Texas Fusion Center (TxFC).

The TxFC will perform four essential functions. First, it will integrate and analyze information from disparate sources statewide to identify leads in high-priority incident investigations and identify links, associations, and non-obvious relationships in criminal enterprise and terrorism investigations. Second, the TxFC will produce multi-agency intelligence assessments to increase understanding of the current and future threat environment, recognize trends and patterns in activity, and support a proactive approach to the prevention of crime and terrorism. Third, it will provide situational awareness of relevant world incidents to law enforcement and homeland security leaders through 24-7-365 operation of the TxFC Watch. Finally, the TxFC will develop and coordinate implementation of a multi-agency process to assess and prioritize the wide range of threats facing the State based on threat, vulnerability, and consequence.

State and regional fusion centers are the most structured form of multi-agency intelligence collaboration, and form essential nodes in our intelligence network. The TFCPC will continually assess the intelligence landscape to identify gaps in the network that should be filled by a regional fusion center or other fusion capability. The TFCPC will continue the high-priority work of ensuring that local and regional fusion efforts are fully integrated into the state architecture. The Council's work in setting policies and standards that ensure regional fusion center efforts are integrated and fully networked will continue to be emphasized.

The power of a robust analytic capability was demonstrated during National Level Exercise 2009, during which multiple federal, state, local, and tribal agencies effectively thwarted a notional terrorist plot directed against critical infrastructure within Texas. All agencies participating in this exercise used TxMAP tools to identify and portray plot indicators and development, then coordinate interagency actions to deny terrorist success.

National-level law enforcement and homeland security information systems provide unique and invaluable capabilities to the homeland security community in Texas. Texas must fully leverage these federal information sources and channels and remain engaged in all national-level technology initiatives so that information continues to flow into and out of the state in a way that optimally supports investigative and intelligence activities in Texas. The state must also build new capabilities to address information technology gaps, which is why the Texas Intelligence Information Technology Plan has been developed, designed to optimize the vast amount of data collected by the thousands of law enforcement agencies in Texas, as well as other data relevant to the homeland security community. This plan is guided by eight mandates:

- Leverage existing federally-funded information systems to communicate and collaborate at all levels.
- Employ the National Information Exchange Model (NIEM) XML data sharing standards for all new criminal justice information systems.
- Capitalize on the sharing of incident-based data in record management systems and jail management systems.
- Expand deployment of the web-based CI/KR vulnerability assessment tool to identify, catalog, and prioritize vulnerabilities. This tool, along with a proactive risk management plan that includes routine

security assessments and web-based penetration tests, will be used to identify, prioritize, and remediate vulnerabilities.

- Consolidate threat and suspicious activity reports across all agencies, jurisdictions and disciplines with CI/KR, special events, and response capability data on a geospatial platform to facilitate information sharing and analysis.
- Adopt a web-based geospatial visual monitoring system that allows emergency personnel to monitor real-time traffic flow for evacuations, equipment and supplies transfer, and critical infrastructure security during emergencies.
- Establish an information technology capability within the TxFC to enable sophisticated link and pattern analysis on structured and unstructured data in support of statewide homeland security activities.
- Integrate and expand statewide human and animal health surveillance capabilities in order to collect and consolidate syndrome-related data from the public health, veterinary, and agricultural sectors.

Non-traditional disciplines such as the public health, agriculture, and environmental quality communities will be integrated into the intelligence network. These disciplines will play a key role by participating in a statewide human and animal health surveillance system that uses health data collected by all participants to alert the intelligence community of a potential or pending health emergency. In the event that a biological agent is used by a terrorist, either the human or animal population may serve as the sentinel. The intelligence community can also warn the health community regarding potential threats so that, together, they better serve Texas' ability to mitigate a health disaster and minimize loss of life and property.

All information and intelligence sharing efforts in Texas adhere to pertinent privacy and civil liberties laws, rules and regulations. The Texas Fusion Center Policy Council will create a written privacy policy in 2010 that follows the guidelines set out by the Department of Justice.

3.1.2 OBJECTIVE 1.2: Ensure a Robust Investigative Capability to Address Terrorism and Criminal Enterprises.

OBJECTIVE 1.2 PRIORITY ACTIONS:

1.2.1. Expand and enhance the state's integrated, multi-agency counter crime and counterterrorism investigative capabilities that address:

- Known or suspected terrorist organizations, cells, actors, and other related threats.
- Suspicious activities.
- Groups and networks providing direct material support to terrorists.
- Criminal enterprises indirectly supporting or enabling terrorists.
- Criminal enterprises engaged in drug trafficking, human trafficking and smuggling, weapon smuggling, extortion, homicide, money laundering, prostitution, and other index crimes. (TC: 2, 3, 5, 6, 7, 8)

OBJECTIVE 1.2 PRIORITY ACTIONS, continued:

1.2.2. Expand and enhance the network of human sources that can provide detailed and relevant information on known or suspected terrorist organizations and criminal enterprises that provide direct material support to terrorist organizations and criminal enterprises indirectly supporting terrorists. (TC: 2, 3, 5, 6, 7, 8, 9)

1.2.3. Update the statewide crime fighting, counterterrorism and intelligence training programs for law enforcement and other homeland security-related personnel to reflect threat adaptations. (TC: 2, 3, 5, 6, 7, 8, 9)

1.2.4. Establish and employ an information technology capability to integrate data and monitor for loss of control of dangerous substances or devices, and for the purchase of dangerous quantities of materials and components that can be used to build explosive devices or other deadly instruments. The system must also have the capability to rapidly alert officials to such losses or purchases. (TC: 1, 2, 3, 9, 22)

3.1.2.1 Counter-terror and Crime Fighting Investigations, Operations, and Information Sharing.

Experience clearly shows that rarely will a single agency or level of government have all the resources or ability needed to successfully combat terrorist threats or criminal enterprises. To be effective, counter-terror and crime-fighting efforts must generally be coordinated, multi-agency, and multi-jurisdictional. Investigators and analysts from all levels and jurisdictions must work together to detect, deter, and apprehend terrorists and their supporters before an attack can occur. Due to the wide reach of terror and criminal enterprises, an investigational lead in a small town in Texas can have statewide, national or international significance. Thus, sharing information and intelligence related to terrorism and criminal enterprises is a very high priority.

In Texas, counterterrorism-related investigations are coordinated through Joint Terrorism Task Forces (JTTFs). JTTFs provide a useful structure for integrating investigations, because they pool the resources of investigators and analysts from federal, state and local agencies to jointly address terrorism matters in a region. A large portion of JTTF investigators and analysts come from state and local law enforcement agencies. The aim of the JTTFs is to create a network across Texas with the ability to quickly and thoroughly address all terrorism-related matters and prevent acts of terrorism before they occur. Texas has 17 JTTF groups operating across the state. The eight full-scale JTTFs in Texas are located in Austin, Dallas, El Paso, Houston, Lubbock, McAllen, Midland and San Antonio. The cities of Beaumont, Brownsville, Bryan, Conroe, Corpus Christi, Fort Worth, Laredo, Texas City and Tyler have JTTF annexes. Using the JTTF construct, investigators have the ability to connect intelligence from a training camp in Afghanistan to a terror lead in a small town in Texas. Conversely, intelligence derived in a local investigation can have operational value overseas.

Integrated investigations will continue to focus on the most significant threats facing our state and the nation. The highest priority cases are those that identify and target known or suspected terrorist organization cells and actors and criminal enterprises such as domestic and transnational gangs acting as agents of Mexican cartels.

The statewide information sharing capability will help law enforcement agencies conduct investigations, and plan and conduct operations that prevent terrorist attacks and degrade the capabilities of criminal enterprises.

Counterterrorism investigations in Texas will also focus on the structure that underpins and provides essential support to terrorists and criminal enterprises. Financing, recruiting, training, arming, logistical support, and pre-attack planning and preparation are all required components of terrorist operations. Most are also essential elements for supporting and enabling drug and human trafficking operations. By disrupting the individuals, groups and networks that support terrorist operations and criminal enterprises, we dramatically increase the likelihood of prevention.

Terrorists are increasingly using criminal enterprises for material support. Numerous sources report a growing link between Hezbollah and Mexican cartels, and a reported expansion of other terror-criminal links in Central and South America. Criminal groups are willing to profit from terrorists who pay for such services as providing fictitious identities and smuggling people or contraband. Texas' extensive border with Mexico makes it particularly vulnerable to the threat generated by criminal enterprises that routinely help persons from countries with known or suspected terror ties to enter the United States illegally.

3.1.2.3 Training.

Preventing a terrorist attack requires law enforcement, security personnel, and volunteers trained to recognize the suspicious activities, tradecraft and precursor crimes that often precede a terrorist attack. These can include theft of explosives or chemicals used in explosives, surveillance activities, rental of self-storage space to store chemicals or mixing apparatus, unusual deliveries to residential or rural addresses, signs of chemical fires or toxic odors in hotels or apartment complexes, the modification of vehicles to handle heavier loads, small test explosions in remote areas, and other suspicious activities. Recognizing, responding to, and reporting precursor activities and crimes must be incorporated into law enforcement and homeland security personnel training and activities across Texas.

Combating criminal enterprises requires law enforcement officials, security personnel, and citizens who can recognize indicators such as a growing gang presence, and know how to respond appropriately. Training to recognize and combat the spread of criminal enterprises must be an indispensable part of the training regimen for law enforcement personnel at every level in every jurisdiction.

Texas provides high-quality training that enables stakeholders in all disciplines to plan and execute counter-terror and crime-fighting operations. Law enforcement officers, citizen volunteers, and individuals play a critical role in protecting facilities and citizens from criminal and terrorist threats, and all benefit from training. Multiple training venues are available and will be employed to provide needed capabilities to stakeholders. The goal is to provide the right training to the right individuals and the right organizations. Texas also provides opportunities for private security personnel to receive the training needed to integrate them into the prevention framework through the Texas Department of Public Safety's Private Security Board (PSB).

3.1.3 OBJECTIVE 1.3: Prevent Terrorists and Criminal Enterprises from Exploiting Texas' International Borders, Including Land, Air, and Sea.

OBJECTIVE 1.3 PRIORITY ACTIONS:

1.3.1. Increase local and state patrols of the border region to increase security, particularly between the ports-of-entry. (TC: 1, 3, 4, 8, 10)

1.3.2. Support integrated multi-agency, multi-jurisdictional operations and investigations to address criminal enterprises operating in the Texas border region. (TC: 1, 3, 4, 5, 7, 8)

1.3.4. Integrate technology to the maximum extent to assist in monitoring the border, particularly in remote areas. (TC: 2, 3, 4, 5, 7, 8)

Border security is fundamental to combating crime and preventing terrorism. Mexican cartels and transnational gangs introduce enormous amounts of drugs into the United States via the Texas border. They also routinely guide illegal immigrants into the United States using established human smuggling corridors. It is logical that terrorist organizations will use these same experienced smugglers to infiltrate terrorists across the Texas-Mexico border. Further, these same smuggling corridors could be used to bring weapons of mass effect (WMEs) into the United States.

Citizens who live along the border suffer the daily consequences of border-related violent crime. Powerful criminal enterprises support operations through intimidation, torture, kidnapping and murder on both sides of the border. Initiatives developed and executed by local law enforcement leaders are the most effective way to stop the criminal enterprises that are deeply rooted in local areas of the border region. To reduce violent crime, the state will continue to support the cooperative multi-agency investigative initiatives of local law enforcement agencies.

Local and state law enforcement resources enhance their impact on border security when they partner with federal agencies like the U.S. Border Patrol to increase patrols along the border. Since 2005, Operations Border Star, Wrangler, Rio Grande, and Linebacker have demonstrated the great value of increasing and integrating multi-agency patrol presence in the border region. These programs have demonstrated that integrating the resources and efforts of local, state, tribal, and federal agencies is an operationally effective, cost-efficient means of amplifying border security and reducing border-related crime and violence.

Local and state reinforcement of federal forces has proven to be an extremely effective means of helping fill the capability shortfalls created by severe manpower shortages in key federal agencies like the U.S. Border Patrol. Since 2005, Texas has dedicated over \$200 million in federal grants and state funding to help fill the critical gaps, and is committed to providing further support to ensure adequate forces are available to patrol and secure the Texas-Mexico border.

Unified Commands (UCs) are at the heart of high-performing interagency border security operations. In simple terms, UCs provide the basis for effective teamwork among disparate agencies and organizations that share common border security objectives. The main reason for establishing UCs is the need to create conditions that

facilitate unity of purpose and action in law enforcement operations. Unified Commands facilitate coordination and cooperation among member law enforcement agencies to achieve commonly-held objectives, eliminate duplication of effort, and achieve greater results than uncoordinated operations would produce. Within the Unified Command structure, each agency functions within its jurisdictional lines of authority in accordance with its own chain of command. Unified Command members jointly develop and implement strategies and plans through a collaborative process that enables common understanding among law enforcement participants of the criminal enterprises and their methods, capabilities, and weaknesses to facilitate prevention or interdiction of their activities. These strategies normally require information and intelligence sharing, joint operational planning, and asset sharing.

The increased patrol presence and intelligence sharing that has resulted from Operations Border Star, Wrangler, Rio Grande, Linebacker, and others, has increased public safety and border security, particularly in rural areas. The unincorporated areas of the border region saw a significant reduction in index crimes, largely due to these efforts. To ensure a lasting result, additional local law enforcement initiatives are needed that are singularly focused on the reduction of violent border crime, and that are supported as appropriate by state assets.

Texas Military Forces (TMF) personnel serve in a supporting capacity to enhance homeland security activities along the border. The TMF also provide training and participate in exercises to enhance rapid and long-term response capabilities, including the ability to integrate with law enforcement, emergency management, and other public safety organizations. They also provide analytic and administrative support to the Joint Operations and Intelligence Centers (JOICs). The TMF consists of the Texas Air and Army National Guard, and the Texas State Guard, which also has Air, Army, Maritime and Medical components.

Texas' maritime frontier presents an opportunity for smuggling and illegal entry that can be exploited by criminal enterprises and terrorists. The state's 367 miles of coastline, with its ports of entry and vital infrastructure, requires surveillance and patrolling, as does the land frontier. Coastal and maritime security is provided primarily by the U.S. Coast Guard, which also plays a role in securing the Gulf Intracoastal Waterway and the Rio Grande River.

3.1.4 OBJECTIVE 1.4: Increase Public Awareness and Reporting of Suspicious Activities Related to Criminal Activity and Terrorism, with Emphasis on Drug Trafficking, Human Trafficking and Smuggling, and WME- and IED-Related Activities.

OBJECTIVE 1.4 PRIORITY ACTIONS:

1.4.1. Work with the local law enforcement community to identify priority messages for a targeted public awareness campaign that focuses on recognizing and reporting suspicious activities related to terrorism and organized crime. (TC: 1, 3, 4, 5, 7, 8)

1.4.2. Support regional and local strategies to increase terror- and crime-related public awareness through media outlets and citizen groups. (TC: 1, 3, 5, 7)

1.4.3. Increase citizen and private enterprise participation in vigilance programs. (TC: 1, 3, 7, 37)

The importance of citizens participating in the fight against terrorism and organized crime cannot be overstated. The public has always been a vital source of information about suspicious persons, activities and trends in their communities. Texas has made progress in ensuring that the public is informed about ways to report suspicious activities to law enforcement officials. Public vigilance has mitigated many public safety and homeland security threats in Texas.

We will continue to ensure that all citizens and private security forces are informed about how to recognize and report suspicious activity. In particular, the public must be made aware of activities, tradecraft and precursor crimes related to WME and IED attacks. The state will leverage the strong relationships that local law enforcement leaders have forged with community groups and media outlets to execute a coordinated public awareness strategy. This effort will ensure that citizens receive the terror-related information that will allow them to be vigilant and protect their communities from an attack.

Citizen participation in local security programs plays a vital role in community security, particularly in the border area. Texans who live along the border are impacted daily by border-related criminal activity and violence. The border is their neighborhood, and they often have an unsurpassed understanding of all aspects of its physical, demographic, economic, and cultural factors. Citizens in the border region can be extremely valuable in identifying actions and people that are out of place and may merit investigation. Vigilance programs provide a vital service by encouraging citizens to recognize and report suspicious activities. Citizen vigilance has been extremely beneficial in deterring terrorist and criminal enterprises. Texas will promote citizen involvement to help prevent exploitation of the border and help protect vulnerable residents from border crime and violence, and to enhance general homeland security throughout the state.

Linked National Priorities:

Implement the National Infrastructure Protection

Plan: Strengthen capabilities to protect high-traffic borders, ports, public transit systems, and other high priority critical infrastructure.

Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response and Decontamination Capabilities: Strengthen national capabilities to prevent and deter acts of terrorism.

3.2 Goal 2: Reduce Vulnerability to Natural Disasters, Criminal and Terrorist Attacks and Catastrophic Events.

Reducing vulnerability results from steps taken to prevent attacks and unintended disastrous events, thereby protecting soft and hard targets from their effects. Prevention encompasses all efforts to reduce vulnerabilities by keeping an event from occurring. This may be disrupting an attempted attack, clearing thick brush from populated areas susceptible to wildland fires, or implementing zoning regulations that discourage building new structures in flood plains. Protection efforts mainly include strategies to monitor, guard, and secure physical sites and people, with an eye toward mitigating the consequences of any events that may occur.

3.2.1 OBJECTIVE 2.1: Reduce Vulnerability of Critical Infrastructures and Key Resources in Texas.

OBJECTIVE 2.1 PRIORITY ACTIONS:

2.1.1. Expand and enhance the ability to identify, validate, and update data on all CI/KR in Texas with federal, state, local and private sector partners. (TC: 1, 3, 4, 5, 10, 11)

2.1.2. Maintain and update the Texas CI/KR information database and improve database accessibility by local, state and federal law enforcement agencies. (TC: 1, 2, 3, 4, 5, 7, 8, 10)

2.1.3. Expand and upgrade the integrated program used to assess and prioritize the vulnerabilities of each CI/KR site in Texas. (TC: 1, 3, 4, 5, 7, 10)

2.1.4. Work closely with DHS, local governments, and industry to implement the Buffer Zone Protection Program to develop plans to protect eligible CI/KR, in order of priority, and track program implementation. (TC: 1, 3, 4, 5, 6, 7, 10)

2.1.5. Ensure that CI/KR managers, workers, and nearby citizens – public and private – are provided training on recognizing and reporting incidents that may indicate terrorist activity. (TC: 1, 3, 5, 10)

2.1.6. Ensure CI/KRs throughout the state receive appropriate threat information. (TC: 2, 3, 7, 10)

2.1.7. Ensure that all suspicious activities and threats related to CI/KRs are reported through the statewide intelligence structure and are appropriately addressed. (TC: 1, 3, 7, 10)

2.1.8. Expand and enhance the statewide cyber security program that tests and protects local and state IT systems from penetration and attack. (TC: 1, 2, 3, 10)

2.1.9. Develop and rehearse contingency plans to mitigate the effects and consequences of a natural disaster, criminal or terrorist attack or catastrophic event. (TC: 1, 3, 4, 10, 14, 36)

The vast majority of CI/KR sites in Texas are privately owned and operated, and many have their own security forces. To secure these sites, the power of public-private partnerships must be maximized to ensure that individual citizens, private security forces, commercial security measures, and governmental assets cooperate in every aspect of safeguarding CI/KRs. This includes sharing critical information to the maximum extent possible; joint public-private planning, training, and exercising; joint funding; and communications interoperability.

The Texas Legislature created several statewide advisory groups to support implementation of the Homeland Security Strategic Plan, one of which was the Texas Critical Infrastructure Protection Council (CIPC). The CIPC is composed of private and public sector representatives from all CI/KR sectors. The CIPC is dedicated solely to issues related to the protection of CI/KRs through building and leveraging public-private partnerships.

The first step in securing our critical infrastructures and key resources is to identify, update and continually validate CI/KR data in Texas. This will occur through a systematic process that leverages public-private partnerships. Texas will continue to employ the Vulnerability Identification Self-Assessment Tool (ViSAT) provided by DHS. ViSAT allows owners and operators of critical infrastructures and key resources across the state in all sectors to perform a multi-dimensional analysis of threats, vulnerabilities and consequences and feed the data into a secure database at the Texas Fusion Center (TxFC). The TxFC maintains a database that includes all pertinent CI/KR information. Maintaining CI/KR information in one location is essential for identifying interdependencies among locations and sectors, prioritizing vulnerabilities across all sectors, and appropriately reducing vulnerabilities.

The Texas Fusion Center maintains the centralized CI/KR database of threat, vulnerability and consequence information in order to prioritize vulnerability reduction efforts across the pool of CI/KRs, and provide a layer of data for TxMAP, the state's geospatial technology platform. DHS plays an important role in reducing vulnerabilities at CI/KR facilities in the state, and Texas will fully utilize the expertise of the cadre of DHS Protective Security Advisors assigned to Texas. This cadre is comprised of experienced security experts placed in communities to assist local efforts to protect critical assets and provide a local perspective to the national risk picture. In addition, Texas will work with DHS to provide targeted funding to local jurisdictions for the purchase of equipment that will extend the zone of protection beyond the gates of CI/KR facilities through the Buffer Zone Protection Program. The Buffer Zone Protection Program provides both funding and coordination to bring all levels of government, law enforcement and the private sector together to create Buffer Zone plans to reduce vulnerabilities in areas surrounding prioritized CI/KR.

The protection of cyber infrastructure in Texas is also a homeland security responsibility. The Texas Department of Information Resources (DIR) is responsible for developing, updating and maintaining a statewide cyber security plan that will ensure cyber protection, detection and response capabilities. The current plan is available on the DIR website.

3.2.2 OBJECTIVE 2.2: Reduce Risk from CBRNE Disasters.

OBJECTIVE 2.2 PRIORITY ACTIONS:

2.2.1. Enhance the statewide network for monitoring biological incidents by assessing current gaps, strategically improving the BioWatch program throughout the state, and conducting regular network tests. (TC: 1, 2, 3, 9, 10, 12, 13)

2.2.2. Integrate and expand statewide human and animal health surveillance capabilities in order to detect outbreaks and occurrences in the public health, veterinary or agricultural sectors at the earliest point, whether naturally occurring or manmade; i.e., either accidental or related to crime or terrorism. (TC: 1, 3, 5, 6, 7, 10, 11, 12, 13)

2.2.3. Ensure proper detection, inspection and controls of radiological, chemical, and biological materials in Texas. (TC: 1, 2, 9, 10)

OBJECTIVE 2.2 PRIORITY ACTIONS, continued:

2.2.4. Enhance statewide multi-agency early detection, confirmation, response and recovery capabilities for chemical, biological, radiological and nuclear events. (TC: 1, 2, 3, 9, 10)

2.2.5. Ensure adequate laboratory and analytical capacity for biological or chemical incidents that affect people, crops, and animal agriculture. (TC: 1, 3, 9, 12, 13)

Health care workers, first responders, and other authorities in Texas must be fully prepared to detect, confirm, respond to and recover from a biological, nuclear, or chemical attack; infectious disease outbreak; or other public health threat or emergency. The potential devastation resulting from a biological, chemical or nuclear weapon being successfully deployed in Texas is enormous.

Early detection of a biological or chemical event is essential to minimizing loss of life. Biological attacks and hazards can initially be difficult to detect because pathogens can lie dormant or cause delayed effects. Texas participates in and provides critical infrastructure support for the national BioWatch network to monitor for intentionally released biological agents. There are multiple BioWatch network sites in key areas throughout the state. Texas will work with federal and private sector partners to expand and improve the capabilities of the BioWatch Program and of our broader detection efforts, including securing improved technologies for detecting a broad range of highly toxic biological and chemical agents.

Health-related emergencies are a homeland security focus because optimal detection and rapid response can protect citizens from loss of life or long-term adverse health effects. Disease surveillance allows us to predict, observe, and minimize the effects of an outbreak, which may prevent the disease from spreading to become an epidemic or pandemic. To aid in surveillance, Texas employs several disease surveillance capabilities to include the Public Health Information Network (PHIN), the National Electronic Disease Surveillance System (NEDSS), and the Early Warning Infectious Disease Surveillance (EWIDS) project. EWIDS enhances the ability of border states and border jurisdictions to rapidly detect and respond to infectious disease outbreaks along the international border. Specific Texas EWIDS program goals and objectives include project proposals designed to improve the ability to rapidly detect, identify, report, and respond to infectious disease outbreaks associated with potential bioterrorism agents or other major public health biological threats along the border. These proposals include projects that improve infectious disease surveillance, epidemiological investigations, laboratory diagnostics and/or health alert messaging capacities and capabilities, and workforce development and training.

As noted earlier, human and animal health surveillance is enhanced when human and animal health data is consolidated and analyzed with the aid of information technology, including geospatial mapping information related to a public health or animal disease outbreak. For optimal response in the event of a biological or chemical attack, Texas will integrate and expand existing information technology systems into a single human and animal health surveillance system. This will allow us to rapidly identify threats to public health and locate and follow the spread of diseases affecting agriculture production.

Currently, there are multiple stove-piped disease surveillance systems in the health, medical, and veterinary communities. Better consolidation of surveillance information, shared mutually across the disciplines, will improve Texas' ability to recognize and respond to disease threats. For example, consolidation will enable rapid detection of high-risk zoonotic diseases like anthrax and plague. It will also contribute to early detection of agricultural threats such as foot-and-mouth disease, pests and plant diseases. The system must allow medical practitioners, school nurses, veterinarians and other professionals to supply data and access relevant information in real time. Early detection and rapid information sharing combine to protect citizens and reduce the risk of mass consequences from a biological or chemical threat or a natural outbreak.

Our technology-empowered detection and alert systems will only be as effective as the professionals who use them. Effectiveness requires more than technical proficiency; it requires close coordination between law enforcement, border protection, public health, veterinary, and medical professionals. Texas will ensure sufficient training for all disease detection stakeholders to make certain they have the skills needed to identify and report diseases and trends of concern.

In addition, Texas must ensure sufficient laboratory space and analytical capabilities for chemical, biological, radiological, nuclear, and explosives (CBRNE) detection in order to support rapid response when there is an actual threat. As the effects of an incident involving a biological agent may not be apparent for some time after the actual event, it is also essential to maintain sufficient lab facilities and human capital for epidemiological research and epidemic identification.

The detection and proper control of radiological materials in Texas must be assured. Texas will employ a multi-agency approach that draws upon DPS, DSHS, and federal CBP resources to detect radiological material, particularly at ports of entry along the Texas-Mexico border and the Gulf Coast. DSHS serves as the state's lead radiation control agency.

DPS has equipped troopers and investigative personnel with radiological detection devices at key locations across Texas, particularly along the border. The state will continue to build the radiological detection capabilities of law enforcement officers and ensure that assets are strategically deployed for optimal coverage of the state. This law enforcement effort complements the efforts of DSHS, which has trained health physicists who serve as inspectors and also staff DSHS radiological incident response teams.

DSHS inspectors work closely with CBP officials to deploy detection and inspection equipment at all ports of entry in Texas. The DSHS Radiation Control program also calibrates and distributes state-owned radiological detection instruments to local governments throughout the state and provides radiological training for local and state responders in how to use those instruments.

3.2.3 OBJECTIVE 2.3: Reduce Vulnerability to Natural and Manmade Threats to the Agriculture Industry.

OBJECTIVE 2.3 PRIORITY ACTIONS:

2.3.1. Expand and enhance statewide pest, pesticide, agricultural disease, and food contamination monitoring capabilities. (TC: 1, 3, 4, 10, 11, 12, 13, 20, 21, 26)

2.3.2. Enhance and upgrade the statewide threat reporting system for threats against the agriculture industry. (TC: 1, 2, 3, 7, 10, 11, 21)

2.3.3. Ensure sufficient laboratories and specialized facilities to analyze pest and disease samples. (TC: 1, 3, 4, 10, 12, 13)

2.3.4. Expand the network of permanent road stations throughout the state used to minimize the artificial introduction of plant and animal pests and diseases. (TC: 1, 2, 3, 8, 10, 11, 13, 21)

2.3.5. Ensure sufficient training for all disease detection stakeholders. (TC: 1, 3, 4, 10, 11, 12, 13, 19)

Given the large role that agriculture and agricultural products play in our daily lives, we must take steps to prevent disasters resulting from animal and plant pests and diseases, pesticide hazards, and the contamination of the food supply. Agriculture is one of Texas' primary CI/KR sectors and, because of its direct relation to public health and the economy, the need for early detection of threats, early decision making, and early action are of paramount importance.

Avian flu outbreaks in Asia and mad cow disease outbreaks in Europe and elsewhere underscore the importance of having a robust detection and monitoring capability for animal diseases.

Texas must be fully equipped as a state to quickly identify, confirm, respond and recover in the event that an agricultural disaster—no matter the cause—does occur. Agricultural outbreaks must always be considered as potential biological terrorism, because it is often difficult initially to determine whether an agricultural disaster is naturally occurring or if a catastrophic pest, disease, or other hazard has been intentionally introduced.



An extensive detection and monitoring capability is the foundation of agricultural disaster preparedness in Texas. Texas will continue to expand and improve the effectiveness of the existing system and will also establish a network of permanent road stations located throughout Texas. These road stations are essential points of interdiction for the protection of our plants and animals. However, they represent only one part of a broader monitoring strategy that feeds essential information directly into the Texas intelligence capability. Animal health data will be included in the statewide syndromic surveillance technology system, and agricultural threat data will be loaded onto the state's geospatial information system, TxMAP, as part of our

efforts to consolidate all threat data across the state. Stakeholders will have access to the consolidated databases, including the maps and other visualization tools provided by TxMAP.

3.2.4 OBJECTIVE 2.4: Enhance the Safety of Schools in Texas.

OBJECTIVE 2.4 PRIORITY ACTIONS:

2.4.1. Ensure the availability of enhanced web-based tools to conduct vulnerability self-assessments and meet security audit requirements. (TC: 1, 2, 3, 5, 6, 7, 10)

2.4.2. Ensure the availability of enhanced web-based emergency operations planning tools to develop school safety and emergency response plans. (TC: 1, 2, 3, 10, 14, 15)

2.4.3. Ensure the availability of train-the-trainer programs to educate school officials on all aspects of security-related school safety. (TC: 1, 3, 10, 14, 15)

2.4.4. Ensure schools participate in drills and all-hazards exercises. (TC: 1, 2, 3, 14, 19, 37)

2.4.5. Incorporate and implement Citizen Corps programs through training and outreach in schools to emphasize student and staff preparedness and safety. (TC: 1, 3, 10)

Our children are the most precious resource in Texas. As such, the state will always seek ways to better protect our students in the 1,033 school districts across Texas from all threats. The Texas School Safety Center (TxSSC) leads the statewide program that develops and provides homeland security training and tools to public and charter school administrators to help them develop tailored plans and procedures to protect their students.

Texas will continue working to update and upgrade the Texas Vulnerability Assessment Tool (TVAT) so that it is applicable to school facilities and their transportation systems. The TVAT allows schools to identify and then systematically reduce vulnerabilities at their locations. The TxSSC will coordinate with school officials to provide them access to the TVAT. All schools will also be provided a template for all-hazards emergency management plans so that each can develop and maintain plans and procedures for emergencies that meet the statewide standard. The template will complement the TVAT and be migrated into a web-based development tool.

Further, the TxSSC will continue to develop, refine, and disseminate web-based “best-practice” guidelines for drills and exercises. School districts will develop exercise standards that include requirements for each school campus' Emergency Operations Plans (EOPs), to include a mandate for the regular performance of drills and exercises.

Taken together, the assessment, planning, training, drilling, and exercise efforts will help school districts continually build knowledge within their school systems regarding all-hazards prevention, protection, response and recovery. The TxSSC will continually develop and update guidelines for the School Safety and Security Committees required for each school district. These committees will participate on behalf of their district to develop and implement emergency plans consistent with the district multi-hazard EOP required by state law to

ensure that plans reflect specific campus, facility, or support services needs. The School Safety and Security Committees provide districts with information regarding campus, facility, and support services pertaining to the school district safety and security audit required every three years by Texas Education Code (TEC) Section 37.108(b), a safety and security audit report to the district's board of trustees and the TxSSC if required, as laid out in TEC Section 37.108(c), or any other report required to be submitted by the district to the TxSSC.

The TxSSC will maintain its interactive Internet website to ensure that it includes a list of persons who provide school safety or security consulting services in the state and are registered in accordance with TEC Section 37.2091. The TxSSC identifies and informs school districts of the types of entities, including local and regional authorities, other school districts, and emergency first responders with whom school districts should customarily make efforts to enter into memoranda of understanding or mutual aid agreements addressing issues that affect school safety and security.

The TxSSC will research best practices regarding emergency preparedness of public junior colleges and serve as a clearinghouse for that information. The TxSSC will provide public junior colleges with training, technical assistance, and published guidelines or templates in the areas of multi-hazard EOP development, drill and exercise development and implementation, mutual aid agreements, identification of equipment and funds that may be used by public junior colleges in an emergency, and reporting in accordance with 20 U.S.C. Section 1092(f).

3.2.5 OBJECTIVE 2.5: Use Mitigation Programs to Reduce the Threats Natural Disasters Pose to People and Property.

OBJECTIVE 2.5 PRIORITY ACTIONS:

2.5.1. Upgrade the multi-year statewide hazard vulnerability assessment process. (TC: 1, 3, 4, 5, 6, 10)

2.5.2. Upgrade the system used to update state mitigation strategies based on vulnerability assessments across all jurisdictions. (TC: 1, 3, 4, 10, 35, 36, 37)

2.5.3. Ensure jurisdictions and agencies complete hazard mitigation plans and implement local-level mitigation projects. (TC: 1, 3, 4, 10, 15, 37)

2.5.4. Ensure that private/commercial stakeholders are integrated into agency hazard mitigation plans. (TC: 1, 3, 4, 10, 37)

Hazard mitigation results from communities taking actions to reduce or eliminate long-term risk from hazards and their effects. Hazard mitigation includes building disaster resistance and resilience into communities.

Disaster resistance is that portion of mitigation that improves the ability of structures and systems to withstand the effects of a given event. Building resistance into a community incorporates a variety of measures. A key step is establishing building codes aimed at reducing the probability that new structures will be destroyed or suffer catastrophic damage in the event of storms and other natural occurrences common to

an area. Other examples include buyout programs that enable communities to remove houses and businesses from areas that are highly susceptible to catastrophic disasters; water control programs that improve drainage and protect against river and ocean flooding; statutes that require minimum distance between structures and forest lines to reduce the impact of wildland fires; and incentives offered by insurance companies to impel home and business owners to take steps to improve the survivability of the structures they own.

Resilience is much more than a community's ability to bounce back after a disaster. It is the ability to function competently throughout a disaster situation and rapidly adapt to the new realities that a disaster creates. Resilience implies rapid adaptability on many fronts: restoration and provision of essential services, resumption of economic activity, occupation of desired domiciles, and resumption of social intercourse. Resilience implies "bouncing forward" into a new, post-disaster environment as much, or even more than, it implies "bouncing back."

The goal of mitigation is to minimize the impact of an event, as opposed to simply increasing the response capability. Texas will continually assess the risk from all hazards across the state by using the national planning scenarios, and scenarios based on other likely occurrences, to help identify the most probable disasters and project their impact. These efforts will enable the state, regions, localities, and private/commercial stakeholders to prioritize mitigation efforts based on each event's likelihood and scale of impact.

The statewide risk analysis effort can be used as a starting point for local mitigation plans, enabling communities to use their resources most effectively for mitigation. Local leaders have consistently participated in statewide mitigation efforts, and the state will continue to encourage and support mitigation activities. The state will continue to encourage and support mitigation activities through cooperation, education, and incentive grants.

3.2.6 OBJECTIVE 2.6: Ensure the Security and Efficacy of Government-issued Identification Instruments in Texas.

OBJECTIVE 2.6 PRIORITY ACTIONS:

2.6.1. Enhance security features in state driver licenses and identification cards to include the use of biometrics. (TC: 1, 2, 3, 4, 8, 19)

2.6.2. Ensure sufficient investigative capabilities to address duplicate applications for driver licenses and other identification cards. (TC: 1, 2, 3, 4, 5, 6, 7, 8, 19)

Texas has the fourth highest per capita rate of identity theft in the nation. Although identity theft is a devastating crime that can destroy the lives and livelihood of victims, it is also a homeland security-related matter due to the convergence of crime and terror. Identity theft can be a tool for terrorists to use either as a way to generate funding for operations or as a way for terrorists and foreign criminals to move more freely within our society and conduct criminal activities.

Because driver licenses are sought by identity thieves and terrorists, the security features of a driver license must be enhanced to ensure that the individual applying for and using a driver license is doing so under a

legitimate identity. DPS is undergoing a reengineering project that will incorporate biometric data in the form of fingerprints into its driver licenses. This will enable the state to immediately identify individuals seeking duplicate identification.

Furthermore, the fingerprint database will be compared with the federal Integrated Automated Fingerprint Identification System (IAFIS) to identify felony criminals and terrorists attempting to obtain a Texas driver license. Facial recognition technology will also be used to minimize the abuse of Texas driver licenses by criminals and terrorists. In addition to driver licenses, criminals and terrorists also seek to exploit certain professional identifications for sensitive critical infrastructure sectors, primarily the transportation sector. Texas will work closely with DHS to implement the Transportation Worker Identification Credential system and HazMat driver license security program.

3.3 Goal 3: Prepare to Minimize Damage Through Rapid, Decisive Response and Quickly Recover from Terrorist Attacks and Other Disasters.

Although Texas has dedicated significant resources to the prevention of terrorist acts and protection of our critical infrastructures and key resources, not every disaster can be prevented. The state must continue to prepare to respond to and recover from manmade and natural disasters.

To address the consequences of a disaster requires a unified effort encompassing multiple jurisdictions and disciplines, including emergency management, law enforcement, firefighting, public works, public health, citizen volunteers, recovery workers, health and safety professionals, emergency medical services and the private sector. The goal is to minimize loss of life in the event of a disaster and normalize life during the recovery process as rapidly as possible. Texas homeland security efforts will build on the significant success achieved to date. Major legislative initiatives, such as the Senate Bill 11 passed by the 80th Legislature and House Bill 1831 passed by the 81st Legislature, have laid the foundation for further advances in the vital area of improving the state's ability to rapidly and decisively respond to impending or occurring disasters.

Linked National Priorities:

Strengthen Interoperable Communications Capabilities: Achieve interoperability not only in terms of communications, but also in the broad ability of systems and organizations to provide service and to accept service from one another across jurisdictional lines, enabling them to operate effectively together.

Implement the National Incident Management System and National Response Framework: Implement the National Incident Management System and National Response Framework nation-wide.

Expanded Regional Collaboration: Strengthen regionally based preparedness by focusing our finite resources on expanded regional collaboration centered on urban areas with the greatest density of population, critical infrastructure, and other significant risk factors.

Strengthen Medical Surge and Mass Prophylaxis Capabilities: Establish emergency-ready public health and healthcare entities across the Nation.

3.3.1 OBJECTIVE 3.1: Achieve Statewide Communications Interoperability in Texas.

OBJECTIVE 3.1 PRIORITY ACTIONS:

3.1.1. Expand the statewide network of radio systems; achieve the Association of Public-Safety Communications Officials (APCO) Project 25 (P25) level of interoperability for Texas public safety agencies by January 1, 2015. (TC: 1, 2, 3, 8, 10)

3.1.2. Ensure all future radio system acquisitions are interoperable and in compliance with the Statewide Communication Interoperability Plan and the P25 suite of standards. (TC: 1, 2, 3, 10)

3.1.3. Ensure redundant communications capabilities in the event of a disaster. (TC: 1, 2, 3, 10, 14, 15, 28, 36)

Communications interoperability is the ability of public safety agencies (e.g., police, fire, EMS) and service agencies (e.g., public works, transportation, and hospitals) to talk within and across agencies and jurisdictions via radio and associated communications systems, exchanging voice, data and/or video with one another on demand, in real time, when needed, and when authorized.

Successful response to major emergency incidents, whether a wildland fire in the Texas Panhandle, or rescuing residents from a hurricane on the Gulf Coast, requires a coordinated response by public safety and public service men and women from multiple agencies and jurisdictions. Emergency responders must have direct communications between agencies and practitioners via wireless radio and associated communications systems to exchange voice, data and/or video with one another. Direct communications must be available in real time, when needed, and when authorized, in order for responders to adequately discharge their obligation to protect life and property in a safe, efficient, and cost-effective manner. The Texas Statewide Communications Interoperability Plan (SCIP) provides the overarching emergency communications strategy to address communications deficiencies that exist at the state, regional and local levels. The SCIP provides a means for deciding on grant funding disbursement for shared, regional interoperable communications. It also serves as a roadmap to achieve the communications interoperability needed to enable public safety practitioners to respond anywhere in the state and have radio communications with other first responders while using their own agency's equipment.

The SCIP foresees leveraging existing public safety wireless infrastructure and systems to build shared regional interoperable systems. This will be accomplished by upgrading existing systems and building new regional standards-based shared systems to form the Texas statewide communications system of systems. The intent is to provide direct communications between first responders of all jurisdictions and agencies to effectively support day-to-day operations, planned events, or major incidents.

The Texas system of systems is being built at the regional level through the collaborative efforts of national, state, regional and local public safety and service agencies and organizations. Regional level development ensures the provision of robust, interoperable communications among and between local, regional, state, and federal partners.

3.3.2 OBJECTIVE 3.2: Continually Improve the Ability to Employ the National Incident Management System (NIMS) as the Statewide Standard Incident Command System for Addressing all Hazards.

OBJECTIVE 3.2 PRIORITY ACTIONS:

3.2.1. Continually improve the ability to use NIMS throughout the state by providing guidance, coordination and training opportunities to state agencies and regional and local jurisdictions. (TC: 1, 2, 3, 14, 15, 36)

3.2.2. Continually improve proficiency in using the incident management software employed in all incident command centers – state, regional, and local. (TC: 1, 2, 3, 14, 15, 36)

The National Incident Management System (NIMS) unifies and institutionalizes a system of preparedness and response across the nation. It is the nationally-accepted framework for preparing for and responding to all hazards, regardless of nature, size or complexity. NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. NIMS allows officials in jurisdictions across the nation to use common terminology and command structures, and share resources when responding to a hazard. NIMS comprises several components, including command and management, preparedness, resource management, communications and information management, supporting technologies, and ongoing management and maintenance. NIMS incorporates common systems for incident command, multi-agency coordination, and public information.

All federal departments and agencies have adopted NIMS and use it in incident management. Governor Perry adopted NIMS as Texas' statewide standard for incident management in Executive Order RP40, facilitating an effective, efficient, interlocking regional response system. A program is in place to track the progress of NIMS implementation in all jurisdictions in Texas. The state continues to refine its incident management system, standardizing software applications and establishing common operating procedures.

3.3.3 OBJECTIVE 3.3: Maximize Response Capabilities by Expanding the Statewide Regional Response and Mutual Aid Network.

OBJECTIVE 3.3 PRIORITY ACTIONS:

3.3.1. Ensure the routine, periodic review and update of all mutual aid agreements throughout Texas to expand and upgrade integrated, interoperable, cooperative emergency response among jurisdictions statewide. (TC: 1, 2, 3, 10, 15, 16, 19)

3.3.2. Manage statewide data on first responder equipment and specialized teams through TxMAP and other supporting information sharing systems. Ensure first responders and leaders statewide are trained to input and access essential TxMAP information. (TC: 1, 2, 3, 5, 6, 7, 10, 15)

OBJECTIVE 3.3 PRIORITY ACTIONS, continued:

3.3.3. Conduct periodic reviews of state, regional and local emergency plans to ensure they are updated, meet state emergency planning standards, and address all hazards including WME and IEDs. (TC: 1, 2, 3, 4, 9, 10, 14, 15, 22, 24, 28, 37)

3.3.4. Expand the use of trained and vetted volunteers for state, regional, and local homeland security and response activities. Incorporate citizens and corporations into the volunteer scheme. (TC: 1, 3, 10, 37)

3.3.3.1 Mutual Aid Agreements.

Texans always respond to their neighbors' needs in times of crisis, whether they are in the next city, county, region or state. Most jurisdictions could not optimally respond to the impact of a large natural disaster or a terrorist or CBRNE incident without a broad regional approach to preparedness. This is due to the size and scope of a potential incident, as well as the potential need for specialized resources. Mutual aid agreements among the more than 1,400 cities and counties help create an interlocking network of aid that provides jurisdictions with the capability to identify and procure essential emergency management resources in the event of an emergency.

The state's 24 planning regions, individually and grouped into larger regions with similar interests, form the geographical areas for implementing county-wide, regional, and multi-region mutual aid agreements which address all-hazards prevention, preparedness, response and recovery. These planning regions, known as regional Councils of Government (COGs), are assigned responsibility for bringing local governments together within regions to agree upon and execute mutual aid agreements and related implementation protocols. COGs are also charged with preparing and executing linked agreements between and among regions. Senate Bill 11, which was passed and signed into law by the 80th Texas Legislature, created the Texas Statewide Mutual Aid System, which provides statutory support for local authorities and COGS to provide mutual aid to local and regional governments throughout the state without the need to implement written agreements.

3.3.3.2 The Texas Regional Response Network.

There is a need for first responders to rapidly identify the availability and location of specific equipment and capabilities. The Texas Regional Response Network (TRRN) is a web-based data tool developed by the state that contains information on specialized equipment and resources located throughout Texas that are available for mutual aid assistance. The TRRN assists jurisdictions in identifying and requesting resources and equipment for use in a large-scale incident. Specialized equipment may include decontamination assets, swift water rescue equipment, hazardous materials response equipment and personnel, and urban search and rescue equipment. A statewide effort to ensure all jurisdictions participate in the TRRN is underway.

3.3.3.3 Local and Regional Emergency Response Plans.

Local and inter-jurisdictional emergency management plans must be updated and aligned with the Texas Homeland Security Strategic Plan. This includes the requirement that emergency management plans account

for the full range of hazard responses, ranging from IEDs to pandemic disease to storms to industrial accidents. The state will continually refine the process that provides for the periodic review and validation of those plans.

3.3.4 OBJECTIVE 3.4: Amplify Public Health Community Capabilities to Support Multi-Agency and Multi-Jurisdictional Response and Recovery Efforts for all Hazards, Including CBRNE Events.

OBJECTIVE 3.4 PRIORITY ACTIONS:

3.4.1. Improve the ability of all local and regional medical facilities to implement NIMS and the standardized Incident Command System (ICS), and ensure personnel are fully trained. (TC: 1, 3, 14, 15)

3.4.2. Continue to improve the state's ability to ensure mass prophylaxis and medical countermeasure distribution and dispensing capabilities. (TC: 1, 3, 4, 16, 28, 31, 32, 37)

3.4.3. Assess medical surge capabilities statewide, and build capabilities in a prioritized manner based on risk. (TC: 1, 3, 4, 30, 31, 33, 34)

3.4.4. Ensure that decontamination assets are accessible throughout the state and provide the appropriate capacity. (TC: 1, 3, 4, 24, 25, 30, 33, 34)

Public health departments and hospitals at the state, regional, and local levels have developed flexible plans for response and recovery in the event of a disaster or public health emergency. These plans include detailed preparations to rapidly administer vaccines and other pharmaceuticals, track hospital bed availability, conduct medical evacuations, deploy medical assets, and develop the capacity to provide care in alternate care sites. The state is working toward fully integrated response and recovery plans across all jurisdictions to ensure that public health and medical response capabilities are available to local jurisdictions statewide, and a back-up system of mutual and state aid stands ready for surge situations.

Integrated response planning requires that all responders adopt a uniform command system for responding to chemical and biological events. Essential personnel in hospitals, health care systems, and health departments must be trained in the Incident Command System (ICS) and work to fully adopt NIMS to facilitate better communications and coordination during all phases of an emergency.

The Incident Command System is central to successfully responding to large disasters, such as those that require Texas to use the Strategic National Stockpile. The Strategic National Stockpile (SNS) initiative is a national repository of antibiotics, antivirals, chemical antidotes, antitoxins, life-support medications, IV administration, airway maintenance supplies, and other medical/surgical items. The SNS is designed to supplement state and local public health supply caches in the event of a large-scale public health emergency. Maintaining these caches requires a robust system of receiving, staging, and storage (RSS) sites and local points of distribution (PODs). The Cities Readiness Initiative provides funding to the state's largest cities to prepare and exercise plans for delivering medicines and medical supplies during a large-scale public health

emergency. The state will continue to help local and regional leaders fully leverage these two important programs and ensure that first responders are provided with medical countermeasures in the event of a public health emergency.

Federal funds have allowed Texas to establish a statewide system (EMResource®) for tracking available hospital beds, emergency medical services (EMS) resources and dialysis resources. This system is also used as an emergency communication system for hospital preparedness and response. EMResource® provides an ability to query hospital facility and resource status during a response to a major event or disaster, which has proven to be a very valuable tool, particularly during recent hurricane and H1N1 pandemic responses.

The statewide human and animal health surveillance system and the Texas intelligence capability together provide an invaluable information sharing pathway for responding to and recovering from CBRNE events. Texas will fully integrate early event detection systems into CBRNE response and recovery strategies.

Decontamination capabilities are essential tools for minimizing loss of life in the event of a chemical emergency and in selected events involving contamination with biological agents and radioactive or nuclear contaminants. Gross decontamination, which results in the removal of most external decontamination, should be performed before patients reach a hospital environment. Gross decontamination is usually the responsibility of first responders; however, hospitals must be prepared to perform gross decontamination for individuals who arrive at the hospital without previously being seen by first responders. Technical decontamination involves a more thorough process which must take place before definitive medical care can begin. Technical decontamination is usually the responsibility of hospital personnel. The state is working to ensure an interlocking decontamination capability across Texas that allows first responders and hospital personnel to work together seamlessly when executing a mass decontamination. Maintaining plans for mass decontamination that are exercised and updated, with realistic projections of throughput capacity; sufficient quantities of chemical agent monitoring equipment; sufficient and adequate facilities and equipment to conduct the decontamination; and the human capital to staff and operate the facility and equipment, including ongoing training, are essential to an effective mass decontamination program.

3.3.5 OBJECTIVE 3.5: Integrate Homeland Security Training across all Agencies, Jurisdictions and Disciplines.

OBJECTIVE 3.5 PRIORITY ACTIONS:

3.5.1. Ensure adequate homeland security training is made available to, and completed by all first responders and key stakeholders throughout the state. (TC: 1, 3, 8, 18, 23, 24, 35, 37)

3.5.2. Ensure adequate homeland security training is available to and completed by leaders with homeland security responsibilities throughout the state. (TC: 1, 3, 14, 15, 36, 37)

3.5.3. Routinely assess homeland security training requirements within the state, and update implementation strategies to address shortfalls. (TC: 1, 3, 4, 14, 15, 37)

OBJECTIVE 3.5 PRIORITY ACTIONS, continued:

3.5.4. Ensure all training courses, where appropriate, address the requirements of the special needs population. (TC: 1, 3, 14, 15, 17, 33, 37)

In the event of an emergency, agencies across all jurisdictions and disciplines must respond as a team; thus, it is essential that they train and exercise as a team. Texas supports jurisdictions by establishing and implementing a training program that produces skilled and practiced first responders, emergency management leaders, and other homeland security personnel throughout the state. The training strategy is to combine common and tailored training for first responders and leaders at every level, including those in the private sector. The aim is to produce a corps of homeland security personnel who are trained to meet the unique needs of their specific communities, and trained to integrate with leaders and responders throughout the state.

Texas will follow the national standards for emergency response training and preparedness. These guidelines will require individuals to receive designated coursework to maintain certifications in order for local jurisdictions to receive homeland security grant funding.

3.3.6 OBJECTIVE 3.6: Fully Integrate Homeland Security Exercises Across all Jurisdictions and Disciplines, to Include Exercises Related to the National Planning Scenarios, Medical Surge and Mass Prophylaxis, and Hurricane Evacuation.

OBJECTIVE 3.6 PRIORITY ACTIONS:

3.6.1. Use homeland security exercises planned and conducted throughout the state as a vehicle to provide an accurate assessment of homeland security needs within each region.

(TC: 1, 3, 4, 14, 15, 30, 32, 33, 37)

3.6.2. Use state guidelines to monitor and evaluate homeland security exercises in Texas to ensure they are aligned with applicable national planning guidance. (TC: 1, 3, 10, 14, 15, 16)

3.6.3. Ensure all homeland security functions are addressed and each region of the state is represented in the exercise program. (TC: 1, 3, 4, 14, 15, 37)

3.6.4. Perform a multi-disciplinary evaluation of ways to improve urban area evacuations in Texas that addresses all aspects of evacuation, with emphasis on traffic flow, motorist fuel supply, and vehicle breakdown. (TC: 1, 2, 4, 8, 14, 15, 25, 28, 37)

The State of Texas has a robust Homeland Security Exercise and Evaluation Program that helps stakeholders throughout the state plan, conduct, and evaluate realistic exercises of all types, including exercises focused on natural disasters, criminal and terrorist attacks and catastrophic events. The aim of the program is to make exercises available that reflect and account for the complexity of the current homeland security environment.

The exercises are designed to support national and state homeland security strategic plans and will be continually updated to add more rigor in areas where critical assessments of previous performance and capabilities found deficiencies. Performance and capability assessments provide jurisdictions and agencies with a means to determine areas needing improvement that will enhance their future ability to respond to natural disasters, criminal and terrorist attacks and catastrophic events.

Local governments are encouraged to conduct or participate in exercises that provide realistic training for first responders, emergency management leaders, individual citizens, and corporate partners. Local governments should emphasize COG participation and the integration of regional mutual aid agreements whenever possible. Local governments will conduct at least one exercise per year that meets the requirements of the Homeland Security Exercise and Evaluation Program (HSEEP).

Hurricanes Ike, Gustav and Rita, and Tropical Storms Edouard and Dolly, reinforced the importance of planning and exercising urban area evacuations. Urban landscapes are constantly growing and changing, as are road networks. Because of these constant changes, state, regional, and local officials must continually adapt the methods by which they expect to move the people in their communities to safety in response to – and ideally in front of – disasters of all kinds.

3.3.7 OBJECTIVE 3.7: Ensure Updated and Validated Emergency Plans are in Place at Agencies that Provide Vital Public Services – Include Public and Private Stakeholders.

OBJECTIVE 3.7 PRIORITY ACTIONS:

3.7.1. Continually review, update, and upgrade emergency and disaster-related plans statewide. (TC: 1, 2, 3, 4, 14, 15, 36, 37)

3.7.2. Continually review, update, and upgrade the processes used to identify regional and local agencies that should maintain a current Continuity of Operations (COOP) plan, and help validate the plans. (TC: 1, 2, 3, 4, 10, 36, 37)

3.7.3. Ensure that all critical facilities, including water and sewage systems, publicly-owned hospitals, law enforcement headquarters, and government offices have alternate sources of energy in the event power lines are damaged or destroyed. (TC: 1, 3, 4, 10, 36, 37)

Texas' ability to prevent terrorist attacks, combat criminal enterprises, and ensure disaster preparedness requires thorough, integrated planning at every level. Effective planning is the key to building the ability to shape the future. The plans that are developed as a result of this process are a clear indicator of how well prepared jurisdictions, agencies, and individuals are to prevent, protect, respond to and recover from all hazards.

Planning is the means by which homeland security stakeholders achieve unity of effort. As FEMA's *Comprehensive Preparedness Guide 101* notes,

Accomplished properly, planning provides a methodical way to think through the entire life cycle of a potential crisis, determine required capabilities, and help stakeholders learn and practice their roles. It

directs how a community envisions and shares a desired outcome, selects effective ways to achieve it, and communicates expected results. Planning is not formulaic or scripted. No planner can anticipate every scenario or foresee every outcome. Planners measure a plan's quality by its effectiveness when used to address unforeseen events, not by the fact that responders executed it as scripted.

For Texas jurisdictions, corporations and businesses, and individual citizens to be ready to handle the full array of hazards they may confront, they must be familiar with the plans that concern them. They must routinely validate the effectiveness of their plans, and ensure that a changing environment has not rendered a key portion of a critical plan un-executable.

Texas jurisdictions must conduct periodic reviews and updates of homeland security related plans. At a minimum, plans should be reviewed annually and updated every five years, or more frequently as situations warrant.

Continuity of Operations (COOP) planning is a critical aspect of overall homeland security planning. It addresses how state and local governments will continue to provide services during an emergency, a critical factor in achieving community resilience. Elements of a COOP plan include Identification of Essential Functions, Delegations of Authority, Orders of Succession, Communications, Vital Records and Data, and Alternate Operating Locations.

COOP planning accounts for the reality that key entities must maintain minimum essential functions despite disrupted power, damaged or destroyed primary facilities, missing key personnel, and other critical limitations. COOP planning must take into consideration the potential for terrorists to focus their efforts on disrupting essential government and/or economic functions. Critical infrastructure such as communications, water, transportation, and energy may be targeted, incapacitating many government agencies. State and local governments should be prepared to continue their minimum essential functions throughout the spectrum of possible threats, from natural disasters to acts of terrorism. A well thought out COOP plan will be of great assistance in times of crisis.

State agencies are required to maintain COOP plans, and the state will ensure that processes are in place to ensure they are regularly updated and validated. Similarly, the state will work with regional and local partners to assess COOP needs at the regional and local level. With regional and local partners, the state will implement a process to ensure that essential COOP plans are developed and regularly updated and validated. The state will also require local jurisdictions to acquire, maintain and periodically test back-up sources of power, such as generators and fuel to run them, to be prepared for any future emergency loss of power.

3.3.8 OBJECTIVE 3.8: Increase Citizen Participation in Statewide Preparedness Efforts.

OBJECTIVE 3.8 PRIORITY ACTIONS:

3.8.1. Expand the Texas Citizen Corps by capitalizing on Citizen Corps Councils in each of the state's 24 regional Councils of Government (COGs). (TC: 1, 3, 15, 19, 37)

OBJECTIVE 3.8 PRIORITY ACTIONS, continued:

3.8.2. Expand, enhance, and increase use of media and communications campaigns to ensure public awareness of community preparedness for all hazards. (TC: 1, 2, 3, 10, 19, 37)

3.8.3. Expand, enhance, and increase use of media and communications campaigns to increase participation in the Texas Citizen Corps. (TC: 1, 2, 3, 19, 28, 36, 37)

3.8.4. Conduct regional train-the-trainer classes to expand the capabilities of Citizen Corps and Community Emergency Response Teams (CERTs). (TC: 1, 3, 4, 17, 19, 37)

3.8.5. Support the development and implementation of a coordinated statewide volunteer management strategy that accounts for all volunteer programs that support homeland security and emergency management, including a coordinated statewide database available to appropriate agents. (TC: 1, 14-17, 19, 20-25, 27-29, 33)

The citizens of Texas are the most important homeland security stakeholders; all statewide homeland security efforts are designed to protect the lives and property of Texans in the event of a natural or manmade disaster. Texans have a long history of community involvement. Citizens are a valuable source of prevention, preparedness, and response and recovery capabilities. By getting citizens involved in homeland security efforts, every community will be safer and better prepared.

The Texas Citizen Corps program, which is managed locally by local Citizen Corps Councils, helps drive local citizen participation by coordinating various disaster preparedness programs, developing community action plans, assessing possible threats, and identifying local resources. Citizen Corps programs include the:

- Community Emergency Response Team (CERT) Program, which trains people in basic disaster response skills.
- Fire Corps Program, which allows citizens to assist local fire departments in a range of activities including fire safety outreach, youth programs, and administrative support.
- Volunteers in Policing (VIPs) Program, which connects citizens to law enforcement volunteer opportunities.
- Neighborhood Watch Program, which incorporates terrorism awareness education into its existing neighborhood crime prevention organizations.
- Medical Reserve Corps Program, which allows medical, public health and other volunteers to offer their expertise to their communities, particularly during emergencies and other times of need.

In Texas there are currently 82 Citizen Corps Councils, 442 CERTs, 89 Fire Corps Programs, 82 VIPs Programs, and 1,599 Neighborhood Watches that leverage Citizen Corps resources. Texas ranks first in the nation in CERT and Fire Corps involvement. This level of citizen participation across the state is evidence that Texans are eager to play a role in homeland security. Texas will continue to expand these programs and fully leverage the contributions of citizens to help protect our communities from all threats and hazards.

3.3.9 OBJECTIVE 3.9: Maintain Effective Ways to Alert Local Leaders and the Public About All Hazards in Their Communities.

OBJECTIVE 3.9 PRIORITY ACTIONS:

3.9.1. Leverage the 2-1-1 information and referral system to provide hazard and emergency information to the public. (TC: 1, 2, 3, 4, 5, 6, 7, 25, 28, 36, 37)

3.9.2. Ensure Texans with special needs receive emergency information, and facilities that care for individuals with special needs maintain evacuation and transportation plans. (TC: 1, 2, 3, 14, 15, 25, 28, 33, 37)

3.9.3. Develop innovative means of using the public communication system to assist in public alert and information sharing for all hazards. (TC: 1, 2, 3, 7, 15, 19, 25, 28)

The public telephone system increasingly offers innovative opportunities for rapidly alerting and informing Texans of developing hazard situations. Officials can aggregate call locations and types to determine the spread of events and consequences, evacuee flows, road conditions, etc. Capitalizing on the rapidly growing information sharing capabilities inherent in the public communications system – land line and cellular – will significantly advance the ability for Texans to get ahead and stay ahead of unfolding situations.

Providing warning to special needs populations is vitally important and often a challenge. Texas defines “special needs” individuals as those who cannot evacuate themselves in the event of a disaster, for whatever reason. Local governments should work with public health professionals and other resources to maintain a list of individuals, nursing homes, and hospitals within their jurisdictions that require special notification during emergency events. All special needs facilities must maintain emergency evacuation and transportation plans. Local government emergency planners should maintain a working relationship with all commercial, city, and county facilities where special needs populations reside to ensure the facility managers have established an emergency management plan to respond to emergency events. Local emergency responders should be aware of the needs of these individuals in order to facilitate care during events.

Public officials statewide fight a constant battle against time to get the right message to the public during emergency events. The ability to notify affected citizens in the event of an emergency is a public safety imperative and can minimize loss of life in a dangerous situation. A reverse telephone notification system may provide state and local officials with an effective and efficient tool to provide rapid notification to citizens in the event of an emergency. Some jurisdictions have this capability, and the state will assess the need for this service statewide.

The state will maintain redundant alert notification systems, which may use multiple means of transmitting information in the event of system failure. These systems may include but are not limited to email, the Emergency Alert System, direct phone contact, the SouthWest Emergency Response Network (SWERN), the Texas Law Enforcement Telecommunication System (TLETS), or any of the above systems. The transmission of information to the public and local leaders during an emergency is of utmost importance.



Texas Homeland Security Strategic Plan

2010-2015

Governor Rick Perry